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THIRTY-THIRD ANNUAL REPORT

OF THE

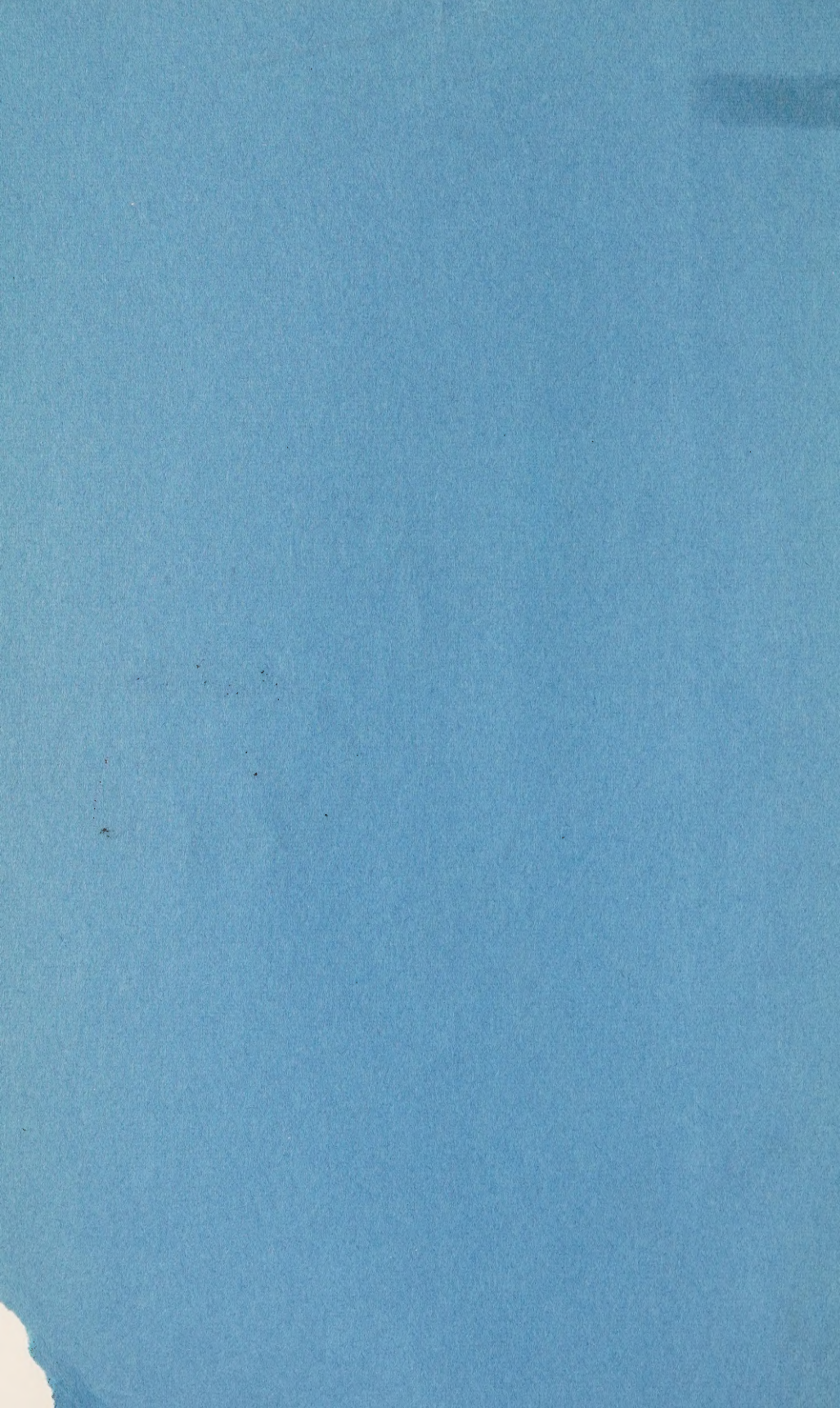
CIVIL SERVICE COMMISSION OF CANADA

FOR THE YEAR 1941



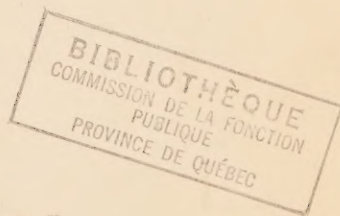
OTTAWA
EDMOND CLOUTIER
PRINTER TO THE KING'S MOST EXCELLENT MAJESTY
1942

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THIRTY-THIRD ANNUAL REPORT
OF THE
CIVIL SERVICE COMMISSION
OF CANADA

FOR THE YEAR 1941



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*To His Excellency the Right Honourable the Earl of Athlone, K.G., P.C., G.C.B.,
G.C.M.G., G.C.V.O., D.S.O., Governor General and Commander-in-Chief of
the Dominion of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1941.

Respectfully submitted,

NORMAN A. McLARTY,
Secretary of State.

OTTAWA, JULY, 1942.

OTTAWA, JULY, 1942.

THE HONOURABLE NORMAN A. McLARTY,
P.C., B.A., K.C.,
Secretary of State of Canada.

SIR,—In conformity with the provisions of subsection 4 of section 4 of the Civil Service Act (chapter 22, Revised Statutes of 1927), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1941.

I have the honour to be, sir,

Your obedient servant,

CHARLES H. BLAND,
Chairman.

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THIRTY-THIRD ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION

The chief endeavour of the Commission in 1941, as in the two previous years, was to give the greatest possible service to the war departments in the selection and appointment of their civilian staffs, the investigation of their needs for additional assistance, the regulation of their rates of pay and the improvement of their organizations and establishments. By war departments are meant the departments of National Defence, National Defence, (Naval Services), National Defence for Air, Munitions and Supply, National War Services, Wartime Prices and Trade Board and the other units directly connected with the war effort. The Commission, at the same time, has carried out the provisions of the Civil Service Act with reference to examinations, appointments, promotions, classification, compensation and organization in the regular departments.

As the Public Service personnel agency, the Commission has been of considerable assistance to the departments, and especially to the war units, throughout the year. There has been co-ordination of the effort to secure, select and appoint suitable additions to the civilian staffs. There has also been a desirable result from the Treasury Board's directions to the Commission to investigate carefully into the need for new appointments and into the salaries which should be paid new appointees. Thus, in addition to securing the best-qualified persons for employment, the Commission has prevented the unnecessary expenditure of considerable sums of money by checking closely upon needs, qualifications and rates of pay.

The Commission's work in the year increased greatly, the number of persons appointed, for varying terms, being 31,061 as compared with 19,300 in 1940.

APPOINTMENTS

Order in Council P.C. 1/1569 of the 19th April, 1940 (see page 12 of the 1940 Report), provided that appointments to war positions should, unless Treasury Board otherwise directed, be made by the Civil Service Commission "after such tests of qualifications as the Commission considers practicable and in the public interest". In administering this direction the Commission has endeavoured to apply the principles of the Civil Service Act, though the peacetime procedures contemplated by the Act could not, necessarily, in all cases be followed. It has endeavoured to exercise sufficient checks and balances to make certain that only qualified persons are appointed; and it has regarded it as of prime necessity that the best qualified available persons should be selected as quickly as possible and in time to meet the needs of the employing departments.

Three Orders in Council closely affected the recruitment of new employees for the Public Service. Order in Council P.C. 4759 (see page 15), of June 27, forbade the employment, in the Public Service, of men fit for fighting duty. Obvious anomalies which might have resulted from this sweeping measure were avoided by a provision permitting employment in the public interest of

men whose usefulness to the immediate war problem was greater in specialized key civilian positions than in the armed forces. Abuse of this potential loophole was prevented by the immediate creation by the Commission of a committee to deal with all departmental applications for such exemption, and only clear cases of public necessity received approval. Of basic importance to this program was the classification of men into army medical categories by branch medical boards administered by the Department of National Defence. Without their co-operation it would not have been possible to review the huge registers of eligibles in hand in the Commission when the Order in Council was passed, nor would it have been possible to deal expeditiously with the very considerable stream of applicants (many of whom prove ineligible for employment, for this and other reasons) that passes steadily through the Commission.

Order in Council P.C. 6/4937 of July 9 (see page 15), provided that employees of the Public Service could not be approached with offers of employment elsewhere without the agreement of the department in which they were employed. This followed a previous Order in Council (P.C. 6286 of November 7, 1940, see page 17), forbidding the employment of persons engaged in essential war industry unless such person was not actually engaged in his usual trade or occupation.

The tightening of the employment field necessitated a thorough searching for competent help and a more exact examining of marginally qualified or youthful help. Following priority principles, the Commission has now to find, before offering a candidate employment, where he is employed and whether his employer is engaged on war work; his eligibility for enlistment in the armed forces; his citizenship and country of birth; and proof of his allegiance and dependability. This is in addition to the regular work of establishing the candidate's technical proficiency and his ability to perform the duties of his position.

To meet the situation, in which quick follow-up of examined candidates is necessary, the Commission has established local offices in Montreal, Toronto, Winnipeg, and Vancouver. The merits of decentralization, under strong central control and direction, are too obvious to need enumeration.

Large consumers of personnel during the year included the quickly growing Wartime Prices and Trade Board, and the steadily developing Unemployment Insurance Commission. The work on the Census demanded 1,200 clerks. Army, Navy and Air Force continued to expand, with new impetus in Western Canada and the Pacific Coast following Japan's entry into the war last December. Vigorous expansion of various technical civilian services proceeded immediately in permanent departments affected. Throughout the year Postal Censorship has made steady demands on the supply of persons of favourable origin with a thorough knowledge of German and German script.

The demands for trained stenographers and typists also became increasingly difficult to satisfy. Provision was made for the immediate testing and rating of all candidates, as they applied; publicity was made more intense and direct; training in these fields was encouraged; standards for junior employees were necessarily modified for employment groups which showed promise of quickly increasing usefulness after appointment. The usual limitations regarding age and marital conditions were also relaxed in an endeavour to secure sufficient trained stenographers and typists. As the year closed, while the national supply of stenographers and typists was being fully utilized, it appeared to lag behind the requirements of this highly complex, and no less highly documented, war.

Among the newer aspects of the year's work was the increased use of girls and women. The use of Office Girls, instead of Office Boys, has proved highly satisfactory in Ottawa. Still being tested was the employment of women in

the large Post Offices as Postal Clerks, much of the work being part-time. In all offices, clerical staffs became predominantly female, and young women with specialized experience or training assumed a larger share of responsibility.

During the year it became evident that increased accommodation for junior female employees who had come to Ottawa from other parts of the Dominion, was urgently needed. After consultation with the departments concerned, the Commission recommended that an appropriation be set aside for the purpose of low-priced but satisfactory accommodation for these junior employees, and Wartime Housing, Limited, was authorized to proceed with the erection of the necessary buildings. The Commission was subsequently advised, however, that the scheme would not be proceeded with for the time being. The need for such accommodation grows greater as time passes, both from the point of view of necessary assistance in the recruitment of these lower grade employees and from that of proper conditions for their health and well-being when employed in Ottawa. The Commission has renewed its recommendations to the Treasury Board for the provision of this accommodation at the earliest possible date.

In order constantly to provide the best qualified and available applicants for work in the Public Service, in many classes "continuous" eligible lists have been set up so that as new applicants are found they are examined and, if qualified, their names are entered in the order of merit on the list.

Pressure of work and the necessity of concentrating always on its main function of filling departmental requirements forced the Commission towards a new step. Posters appearing at the end of this period notified candidates that they could not necessarily expect to hear the results of examinations they attempted, except for the call to report to work. Always a formidable consumer of clerical and stenographic time, this service, like many other peace-time necessities, may have to be suspended entirely for the duration..

Revision has also been made of the procedure in granting permanent status. Permanency is for the present restricted to positions normally filled by female appointees, to men who have had military service overseas, and to persons who were appointed by competition before the outbreak of the present war.

While all appointments made by the Commission are subject to a period of probation, and rejection by the department if found unsatisfactory, it is gratifying to the Commission to note that there have been very few rejections by the departments of the persons assigned for work.

The preference in appointment to qualified persons who had overseas active service in the war 1914-1918 was brought up to date by Order in Council P.C. 854½ of November 1 (see page 16), which extends it to those "who have served with the Naval, Military, and Air Forces" in the present war, and who were residents of Canada at the time they became members of the Forces.

PROMOTIONS

The Treasury Board restriction of reclassifications to war departments and the relatively small number of permanent employees in such organizations has reduced considerably the number of promotions arising out of such action. In the past year they have numbered only 79 as opposed to 384 in the preceding twelve months. This must be supplemented, however, by 138 temporary reclassifications limited to the duration of the war, with the provision that the employee shall subsequently revert to his former classification and salary. Promotions arising out of death, resignation, retirement, etc., numbered 1,104.

The appeal procedure in connection with promotions is working satisfactorily. While the number of cases in which the result of the promotional competition was found unjustified by the Appeal Board is very small, nevertheless the Commission feels that the procedure is serving the purpose for which it was intended, inasmuch as it clears up doubts in the minds of the contestants

and serves also to impose greater caution upon the rating officers, whose findings may be called in question. The procedure has been extended by the establishment of rating boards for promotions at customs ports, whose work is found to be more systematic and less open to charges of prejudice than when the ratings are made by individual heads of divisions who are more likely to be influenced by personal opinion.

LEAVE OF ABSENCE

The growing application of the Civil Service Leave Regulations, or other regulations differing only in minor points, to the staffs of divisions or units not governed by the provisions of the Civil Service Act has brought up the question of the treatment to be accorded to persons hitherto employed in these so-called exempt positions when they are brought either by legislation or new appointment under the jurisdiction of the Civil Service Act. Hitherto they have been treated as new employees with no accumulated leave credit even though they may have been employed for some years in another Government organization. Arrangements have now been made whereby such employees are furnished with a leave credit when they come under the provisions of the Civil Service Act; such leave credit being based upon the Civil Service Regulations and calculated according to the statement of absences supplied by their former place of employment.

Permanent female employees reassigned after marriage have in most cases been required to forego the whole or a portion of their retiring leave unless the department in which they were employed was willing and able to wait for them for that length of time. As a slight means of redress they were paid for the period represented by retiring leave at the salary to which they had attained during their permanent employment and were not recertified as temporary employees at the minimum of the class until the period of retiring leave had expired. There is a certain degree of unfairness in this procedure but, on the other hand, it is to the employee's advantage to remain in her former position without any break in service, thus preserving her sick and special leave credits. The employee also stays with the work and surroundings which she knows and is assured of further employment without waiting, whereas, if she took her retiring leave and was definitely separated from the Service, she could only, as a married woman, be placed at the end of the eligible list and must wait for reassignment until all the single eligibles had been placed. On the whole there has been a general willingness on the part of the employees to accept these conditions.

PERMANENCY

The Quota Regulations restricting permanency had been causing considerable hardship and agitation in the public service for a number of years until finally as a result of strong representations from a number of sources, including recommendations from the Civil Service Commission, they were rescinded in August, 1939. These Regulations had had the effect of withholding permanent status from employees in permanent positions for long periods, whereas the Civil Service Act contemplated permanent appointments, with the attendant salary increases consistent with increased training and efficiency in the Service. The Treasury Board regulations providing a quota were cancelled by Order in Council P.C. 2259 of August 11th, 1939, and one year of temporary service prior to permanent appointment was substituted. This at least would have effected a uniformity and set a limit to the term of temporary employment. The Quota Regulations, however, were revived within ten months thereafter, under the provisions of P.C. 32/1905 of May 10th, 1940. The war services can be kept on a temporary basis without the Quota Regulations and, in fact, they serve no practical use in this respect.

As regards the peace-time departments, they impose an unfair burden upon employees of long service in preventing them from enjoying the benefits of superannuation, promotion and increased pay, and the impairment of morale and efficiency thus effected is in no way compensated for by the small monetary saving. The Commission recommends the cancellation of the present Quota Regulations, in order that employees giving satisfactory service in work of a continuous nature may be given the benefits of permanent status.

ORGANIZATION, CLASSIFICATION AND COMPENSATION

Orders in Council P.C. 1/1569 of April 19th, 1940, and P.C. 32/1905 of May 10th, 1940 (see pages 12 and 15 of the 1940 Report) continue in effect. The first mentioned provides that all temporary establishments, including wartime establishments, are subject to approval by the Treasury Board on investigation and report as to need and rates of pay by the Civil Service Commission. The demand for additional civil staff in wartime services has continued unabated, and the Commission has been under constant pressure throughout the year to cope with the work in wartime organizations. In addition to investigation as to the need of positions and suitable rates of pay, the Commission has been consulted on organization problems and on ways and means of organizing new work. In numbers of cases, for new services, salary plans and staff organizations on a Dominion-wide basis required to be formulated within a few days or weeks. It is of interest to note that bodies which do not fall within ordinary Civil Service procedure have sought the assistance and advice of the Commission as to their problems of wartime organization and civil personnel.

Order in Council P.C. 32/1905 mentioned above restricts the reclassification of positions to temporary employees working in units engaged exclusively on war work. Rapid changes take place in wartime organizations, with constant re-allocation of duties to staff at the same time as new staff are being acquired. It is desirable that the classification and pay of temporary employees keep pace with their duties and responsibilities, and it is necessary and right that older employees should have their positions adjusted correctly relative to more recent appointments. Consequently the Commission has been called upon to deal with a large number of reclassifications of temporary employees. Because of the unrest and dissatisfaction which would arise out of errors of ill-advised adjustments, the Commission has endeavoured to make full inquiries and complete surveys of units rather than deal with individual cases. While it has been impossible to investigate at all points outside Ottawa, frequent investigations have been made in the larger centres. A new temporary war service equal in size to the permanent service has been assembled and managed within the Civil Service classification plan, with slight modifications to meet wartime conditions, and this has created a very heavy load of work for the comparatively few officers who were trained in and available for this class of work.

The Civil Service is in competition for staff with a large variety of institutions that make a practice of granting increases from time to time to employees who come to them as novice workers in the lowest paid grades. The Commission recommended that similar increases in pay should be granted within the Service; the Treasury Board declined to approve. The Commission is still of the opinion that its recommendation was equitable and that the present lack of increases operates unfairly for the lowest paid class of workers in the office services. The Commission also feels that the denial of increases is of doubtful benefit from a financial or expenditure point of view, since it unquestionably contributes to the difficulty of obtaining staff which, in turn, has induced a higher grading of positions for certain classes of work or the lowering of qualifications and examination standards, or both. When the Commission complains

of the difficulty of finding the required staff it should be appreciated that the staff required, although for civil occupations, is for the most part needed for essential war services, on some of which the expansion of industry on wartime production is dependent. The Commission again expresses its opinion that periodic increases for temporary employees in the lower grades would not only be beneficial and desirable but also economical, and would prevent the present constant pressure for still greater increases to the next salary grade.

The Commission renewed its recommendations during the year, that provision should be made whereby permanent employees who have been loaned for work in the war departments, should be granted the compensation which properly belongs to the duties which they are performing. While permanent public servants are glad to make every sacrifice in the war effort, the Commission does not believe it to be desirable in the interests of efficiency or morale that there should be too great a discrepancy between the salary of a permanent public servant and the salary of a temporary employee when both are doing the same work.

The table of statistics on opposite page indicates the results of the Commission's work in the field of organization, classification and compensation.

ACKNOWLEDGMENTS

The Royal Canadian Mounted Police has continued to provide excellent assistance in investigating the integrity and freedom from subversive activities of persons appointed to the Service.

The Commission also desires to express its appreciation of the co-operation given it in its work by the departments of government, by the persons who served on the Advisory Examining Boards as shown on page 34, by the organizations of ex-servicemen, by civil servants' organizations, and by the devoted and effective work of its own staff. The latter has been most marked during the year, and without it the service which the Commission has been able to give to the departments would have been impossible.

STATISTICS OF ORGANIZATION, CLASSIFICATION AND COMPENSATION

	DEPARTMENTAL PROPOSALS		REDUCTION AT INSTANCE OF CIVIL SERVICE COMMISSION	
	Immediate	At Maximum of Class	Immediate	At Maximum of Class
	\$	\$	\$	\$
<i>Reclassification of Positions—</i>	<i>Increased Cost</i>			
2,849 recommended for upward revision.....	716,978	722,108		
80 recommended with modifications.....	37,360	37,360	14,420	14,420
340 requests denied.....	106,040	111,340	106,040	111,340
16 changes in class compensation.....	4,460	4,020	960	1,080
	864,838	874,828	121,420	126,840
Less net reductions at instance of Commission	121,420	126,840		
Net cost of reclassifications.....	743,418	747,988		
25 positions modified: savings from modification of requisitions for filling existing positions.....			11,030	13,460
Reduction in rate for new positions of Census Clerks, 1,230 employees for current Census.....			221,400	73,800
Creation of additional positions:—				
21,926 dealt with, of which 356 recommended with modifications and 322 denied.....			175,486	175,786
Total modifications and reductions at instance of Commission.....			529,336	389,886

ORDERS-IN-COUNCIL

P.C. 4759

AT THE GOVERNMENT HOUSE AT OTTAWA

FRIDAY, the 27th day of JUNE, 1941.

PRESENT:

THE DEPUTY OF

HIS EXCELLENCY

THE GOVERNOR GENERAL IN COUNCIL:

Whereas it is deemed desirable in the public interest that men of military age and otherwise eligible be available to enlist for service in the Armed Forces of Canada;

And whereas many young men who are now employed in the Public Service are enlisting in the Forces;

And whereas it is deemed desirable that their places should be filled whenever possible by female employees or by male employees who are not eligible for service in the Forces;

Therefore, The Deputy of His Excellency the Governor General in Council, on the recommendation of the Secretary of State, is pleased to order and doth hereby order and direct that during the continuance of the present war and until it is otherwise ordered, no male person of military age shall be appointed to the Public Service unless he is ineligible for service in the Forces, or unless the Civil Service Commission certifies that his appointment is necessary in the public interest.

(Sgd.) A. D. P. HEENEY

Clerk of the Privy Council.

P.C. 6/4937

Certified to be a true copy of a Minute of a Meeting of the Treasury Board, approved by His Excellency the Governor General in Council, on the 9th July, 1941.

FINANCE

The Board had under consideration a memorandum from the Honourable the Minister of Finance reporting:

- “(1) That under pressure of war conditions and the resulting demand for trained staff in the Public Service, a condition of unrestricted competition has developed within the Public Service for services of trained personnel;
- (2) That this condition is aggravated by offers of commissioned rank in the Naval, Military and Air Services to employees of the Public Service;
- (3) That this internal competition has a tendency to—
 - (a) Increase compensation unduly with respect to the services to be performed not only of the individuals concerned but of the Public Service as a whole.
 - (b) Cause an abnormal turnover of staff detrimental to the efficient functioning of the Public Service;
- (4) That without impeding normal and warranted progress of employees in the Public Service, and without placing undue restrictions on appointment of employees in the Public Service to commissioned rank in the Naval, Military and Air Services, where such appointments are in the public interest, it is desirable to control such competition for the services of employees within the Public Service.

Accordingly, the undersigned, under authority of the War Measures Act, has the honour to recommend that an employee of the Public Service may not be approached with an offer of employment in any other department or branch of the Public Service or with an offer of appointment to commissioned rank in the Naval, Military or Air Services unless the deputy head of the department in which such person is employed agrees to such offer being made and reports that, in his opinion, it would be in the public interest to release such employee for the purpose of accepting the appointment in question."

The Board concur in the above report and recommendation, and submit the same for favourable consideration.

(Sgd.) A. D. P. HEENEY,
Clerk of the Privy Council.

P.C. 854½

AT THE GOVERNMENT HOUSE AT OTTAWA

SATURDAY, the 1st day of November, 1941

PRESENT:

HIS EXCELLENCY

THE GOVERNOR GENERAL IN COUNCIL:

Whereas Sections 29 and 30 of the Civil Service Act, Chapter 22 of the Revised Statutes of Canada, 1927, provide preference, in the matter of appointments to the Public Service, to persons who during the Great War served with the forces of His Majesty or any of the allies of His Majesty;

And whereas the Special Committee of the House of Commons on the Pension Act and the War Veterans' Allowance Act, having heard evidence on the matter of extending such preference to persons who have served or may serve with the forces referred to herein, recommended as follows in its Report of the 11th June, 1941.

"That the statutory preference granted to certain categories of ex-service men under Section 29, Subsection 4 of the Civil Service Act (Chapter 22-1927) should be extended to ex-service men of the present war who were resident in Canada prior to such service."

And whereas, in view of the number of persons who have been discharged from the forces after honourable service during the present war, and who are now available for and desirous of securing employment in the Public Service, and having in mind the advantages to be derived from such method of re-establishment, it is considered that such preference should now be made available to such persons who, at the time of their enlistment, were resident in Canada.

Now, therefore, His Excellency the Governor General in Council, on the recommendation of the Minister of Pensions and National Health, concurred in by the Secretary of State, and under the authority of the War Measures Act, Chap. 206, Revised Statutes of Canada, 1927, and notwithstanding anything to the contrary contained in the Civil Service Act or any other act or regulation, is pleased to make the following regulation and it is hereby made and established accordingly,—

REGULATION

The provisions of Sections 29 and 30 of the Civil Service Act, Chapter 22 of the Revised Statutes of Canada, 1927, shall apply to persons who have served with the naval, military and air forces of His Majesty and any of His Majesty's allies during the war with the German Reich which, for the purpose of this regulation, shall be deemed to have commenced on the first day of September, one thousand nine hundred and thirty-nine, and when any persons who have served as aforesaid have died owing to such service, to the widows of such persons; provided such persons were residents of Canada at the time they became members of such forces.

(Sgd.) A. D. P. HEENEY,
Clerk of the Privy Council.

P.C. 6286

AT THE GOVERNMENT HOUSE AT OTTAWA

THURSDAY, the 7th day of November, 1940

PRESENT:

HIS EXCELLENCY

THE GOVERNOR GENERAL IN COUNCIL:

Whereas the Minister of Labour reports that it is deemed necessary to promote the orderly employment of labour and to the end that the production of munitions, war equipment and supplies may not be hampered and, without limiting the individual rights of the workers, to prevent employers endeavouring to entice to their service those who are already engaged in the production of munitions, war equipment and supplies, by advertisement, or other form of solicitation;

Therefore, His Excellency the Governor General in Council, on the recommendation of the Minister of Labour, and under the authority of the War Measures Act, is pleased to make the following regulations and they are hereby made and established accordingly:—

REGULATIONS

1. No person, firm, corporation, or agent thereof shall
 - (a) advertise in any newspaper, periodical or magazine,
 - (b) write, send or publish any letter, circular or notice, or
 - (c) display any poster, placard or other writing or document conveying to the public any information

for the purpose of engaging or employing anyone for service in any industrial or manufacturing establishment, or having reference to employment therein or designed or intended to induce any worker or employed person to enter the employment of any such person, firm or corporation, without inserting in clear type in any such advertisement, letter, circular, notice, poster, placard or other writing or document words to the following effect:

“Applications will not be considered from persons in the employment of any firm, corporation or other employer engaged in the production of munitions, war equipment, or supplies for the armed forces unless such employee is not actually employed in his usual trade or occupation.”

2. No person, firm, corporation, or agent thereof shall directly or indirectly solicit by word of mouth any person to enter his employ who is at the time engaged in the manufacture of munitions, war equipment, or supplies for the armed forces, unless such employee is not actually employed in his usual trade or occupation.

3. Every person who contravenes or fails to comply with any provision of these regulations shall be guilty of an offence and shall be liable on summary conviction to a fine not exceeding five hundred dollars.

(Sgd.) A. D. P. HEENEY,
Clerk of the Privy Council.

TABLES

Table No. 1—Competitive Examinations held by the Commission during 1941

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Aerodrome Keeper, Grade 2.	Transport.....	Province of Ontario.	5- 7-41	11	30	41
Agricultural Assistant, Range 9.	Agriculture.....	Hull, P.Q.....	19- 4-41	1	3	4
Agricultural Assistant, Ranges 6, 8 and 9.	".....	Ottawa.....	1- 3-41	2	108	110
Agricultural Assistant, Ranges 6 and 9.	".....	Ottawa and Summerside, P.E.I.	2- 8-41	1	19	20
Agricultural Economist, Grade 1 (Bil.)	".....	Ottawa.....	1- 3-41	1	13	14
Agricultural Scientist, Grade 3.	".....	".....	19- 4-41	10	10
Agricultural Scientist, Grade 2 (Male).	".....	Belleville, Ont.....	19- 3-41	6	6
Aircraft Foreman Mechanic.	Transport.....	Lethbridge, Alta...	29-11-41	2	9	11
Airport Attendant, Grade 2	".....	Alberta, Saskatchewan and Manitoba.	8- 2-41	31	136	167
" " Grade 2	".....	Province of Ontario.	25-10-41	4	20	24
Airport Manager, Grade 1	".....	Lethbridge and Calgary, Alta.	15- 2-41	9	9	18
Airport Traffic Control Officer.	".....	Where required.....	8- 2-41	3	50	53
" " " "	".....	".....	12- 7-41	8	60	68
Air Meteorological Assistant, Grade 3.	".....	British Commonwealth Air Training Scheme.	10- 5-41	1	100	101
Airways Service Man....	".....	Fort St. John-Prince George, B.C.-White Horse, Y.T.	29-11-41	2	21	23
Assistant Zoologist.....	Mines and Resources.	Ottawa.....	23- 8-41	4	32	36
Assistant Engineer (Refrigeration) (Bil.).	Agriculture.....	Montreal, P.Q.....	5- 7-41	1	4	5
Assistant Engineering Clerk.	Mines and Resources.	Ottawa.....	11- 1-41	2	68	70
" " " "	" " " "	".....	19- 7-41	4	174	178
" " " "	" " " "	".....	5- 9-41	4	168	172
Assistant, Grade 3, Experimental Farm.	Agriculture.....	Saanichton, B.C....	12- 4-41	10	10
" " " "	".....	Saanichton, B.C. and Harrow, Ont.	5- 7-41	1	24	25
Assistant, Grade 1, Experimental Farm.	".....	Indian Head, Sask..	6-12-41	9	9
Assistant Home Economist (Female).	".....	Alberta, Saskatchewan and Manitoba.	13-12-41	62	62
Assistant Inspector, Civil Aviation.	Transport.....	Where required.....	27- 9-41	30	62	92
Assistant Mechanical Engineer.	Justice.....	Ottawa.....	9- 8-41	10	35	45
Assistant Migratory Bird Warden (Part Time) (Bil.).	Mines and Resources.	Village du Bic, P.Q.	26- 3-41	3	3
Assistant Photographer...	Trade and Commerce.	Ottawa.....	14- 6-41	34	34
Bindery Girl.....	Public Printing and Stationery.	".....	20- 9-41	111	111
Bookbinder.....	Public Archives.	".....	11- 1-41	1	24	25
Bridgekeeper and Bridgekeeper and Caretaker (Part Time).	Transport.....	Trent Canal, Ont...	26- 4-41	5	11	16
Bridgeman (Seasonal)....	Public Works.....	Burlington Channel Bridge, Ont.	15-11-41	2	2	4
Bridgeman and Regulating Weir Attendant (Seasonal).	Transport.....	Welland Canal, Ont.	12- 4-41	22	16	38
Bridgmaster (Seasonal).	".....	Pretoria Avenue Bridge, Rideau Canal, Ottawa.	24- 5-41	6	10	16

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Bridge Motorman and Lock Motorman (Seasonal). Caretaker, Grade 3.....	Transport.....	Cornwall Canal, Ont.	14- 3-41	8	14	22
" Grade 3.....	Mines and Resources. Public Works.....	Amherstburg, Ont.	14- 6-41	4	4
" Grade 3.....	Mines and Resources. Public Works.....	Dawson City, Y.T.	5- 7-41	3	1	4
" Grade 3.....	Mines and Resources. Public Works.....	Edmonton, Alta.	18- 1-41	16	5	21
" Grade 3.....	"	Listowel, Ont.	15-11-41	10	4	14
" Grade 3.....	"	Melfort, Sask.	25-10-41	4	2	6
" Grade 3.....	Mines and Resources.	Victoria, B.C.	26- 3-41	9	1	10
" Grade 2.....	National Defence.	Cobourg, Ont.	18- 1-41	3	1	4
" Grade 2.....	National Defence for Air.	Cormorant Lake, Man.	2- 8-41	2	2	4
" Grade 2.....	Public Works.....	Elmira, Ont.	18- 1-41	7	1	8
" Grade 2.....	National Defence.	Kitchener, Ont.	18- 1-41	7	1	8
" Grade 2 (Bil.).....	"	Levis, P.Q.	5- 9-41	2	1	3
" Grade 2.....	"	Newcastle, N.B.	26- 3-41	12	1	13
" Grade 2.....	"	North Battleford, Sask.	18- 1-41	6	3	9
" Grade 2.....	Public Works.....	Port Alberni, B.C.	11- 1-41	2	2	4
" Grade 2 (Bil.).....	"	Rouyn, P.Q.	6-12-41	1	2	3
" Grade 2.....	National Defence.	Sherbrooke, P.Q.	31- 1-41	5	1	6
" Grade 2.....	"	Stratford, Ont.	18- 1-41	4	3	7
" Grade 2.....	"	Sussex, N.B.	22- 2-41	1	1
" Grade 2.....	"	Winnipeg, Man.	18- 1-41	35	31	66
" Grade 1.....	Public Works.....	Emerson, Man.	22-11-41	2	1	3
" Grade 1.....	"	Kingsville, Ont.	8- 3-41	5	1	6
" Grade 1.....	"	North Vancouver, B.C.	2- 8-41	5	5
" Grade 1.....	"	Prince Albert, Sask.	9-10-41	2	5	7
" Grade 1 (Bil.).....	"	Rock Island, P.Q.	28- 6-41	1	4	5
" Grade 1.....	"	Simcoe, Ont.	23- 8-41	1	1
" (Part Time).....	Agriculture.....	Fredericton, N.B.	14- 5-41	1	4	5
Chief Clerk (Male).....	Pensions and National Health	Vancouver, B.C.	12- 4-41	5	2	7
Cleaner and Helper.....	Public Works.....	Fort William, Ont.	20- 9-41	5	3	8
" ".....	"	Windsor, Ont.	13-12-41	7	3	10
Clerk, Grade 4.....	Transport.....	Kingston, Ont.	12- 7-41	3	3
" Grade 3 (Male)....	Mines and Resources.	Onion Lake, Sask.	18-10-41	3	2	5
" Grade 3 (Male)....	"	Sardis, B.C.	20- 9-41	2	2
" Grade 3 (Male)....	"	Selkirk, Man.	18-10-41	3	17	20
" Grade 3 (Male)....	"	Wasagamung, Man.	5- 9-41	8	17	25
" Grade 2 (Female)....	Dominion Government.	Niagara and Windsor, Ont.	20- 9-41	159	159
" Grade 2.....	"	Where required.....	14-11-41	154	5,173	5,327
" Grades 1, 1A and 2	"	"	10- 5-41	59	11,365	11,424
" Grades 1 and 2 (Male).	National Defence.	Halifax, N.S.	26- 3-41	3	45	48
" Grades 1 and 2....	Dominion Government.	Winnipeg, Man. and Ottawa.	18-11-41	44	883	927
" Grade 1.....	"	Where required.....	14-11-41	136	9,766	9,902
" Grade 1.....	"	Ottawa.	2- 8-41	25	5,187	5,212
" Grade 1 (Male)....	"	"	22- 8-41	477	477
Construction Foreman....	Transport.....	Saint John, N.B.	2- 8-41	2	5	7
Customs Excise Clerk and Customs Excise Examiner.	National Revenue	Bathurst, N.B.	26- 4-41	2	7	9
" ".....	"	Campbellton, N.B.	19- 7-41	1	3	4
" ".....	"	Chatham, N.B.	8- 3-41	2	8	10
Customs Excise Clerk and Customs Excise Examiner.	"	Chatham, Ont.	2- 8-41	1	6	7
" ".....	"	"	22-11-41	1	10	11
" ".....	"	Digby, N.S.	26- 4-41	1	8	9
" " (Bil.).....	"	Drummondville, P.Q.	2- 8-41	24	24
" ".....	"	Edmonton, Alta.	19- 7-41	8	18	26
Customs Excise Clerk (Bil.) and Customs Excise Examiner (Bil.).....	"	Granby, P.Q.	5- 7-41	15	15

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Customs Excise Clerk and Customs Excise Examiner.	National Revenue	Kentville, N.S.....	22-11-41	4	3	7
“ “ (Bil.)	“	Lac Megantic, P.Q..	30- 7-41	17	17
“ “ (Bil.)	“	Levis, P.Q.....	2- 8-41	34	34
“ “	“	Moncton, N.B.....	23-12-41	1	14	15
“ “	“	Niagara Frontier Ports, Ont.	7- 6-41	6	45	51
“ “	“	Prince Rupert, B.C.	8- 2-41	4	4
“ “	“	Sprague, Man.....	22- 2-41	2	5	7
“ “	“	Trenton, Ont.....	15- 2-41	9	9
“ “	“	Windsor, N.S.....	21- 6-41	5	8	13
Customs Excise Clerk....	“	Niagara Falls, Ont.	20- 9-41	7	64	71
Customs Excise Examiner, Grade 1 Outport.	“	Aroostook Junction, N.B.	5- 9-41	3	3
“ “ (Bil.)	“	Port Alfred, P.Q....	3- 5-41	1	1
“ “	“	Smiths Falls, Ont....	14- 6-41	3	19	22
“ “	“	Woodstock Road, N.B.	3- 5-41	1	3	4
Customs Excise Enforcement Officer.	“	Formosa, Ont.....	23-12-41	5	5
“ “	“	Gravenhurst, Ont...	3- 5-41	2	2
“ “	“	Piney, Man.....	15-11-41	1	3	4
“ “	“	Shediac, N.B.....	3- 5-41	3	3
“ “	“	Snowflake, Man.....	15-11-41	2	8	10
Customs Truckman.....	“	Sherbrooke, P.Q....	1- 2-41	4	16	20
Dairy Produce Grader, Grade 1.	Agriculture.....	Calgary, Alta.....	19- 4-41	3	12	15
“ “	“	“	13-12-41	4	6	10
“ “	“	Winnipeg, Man.....	19- 3-41	3	21	24
Dam Keeper.....	Public Works.....	Timiskaming, Ont..	13-12-41	2	3	5
Dental Officer (Bil.).....	Pensions and National Health	Ste. Anne de Bellevue, P.Q.	15- 2-41	7	34	41
Departmental Accountant, Grade 3 (Bil.)	Unemployment Insurance Commission.	Montreal, P.Q.....	20- 9-41	11	205	216
Departmental Accountant, Grade 3.	“	Toronto, Ont.....	8-11-41	19	93	112
Departmental Accountant, Grades 2 and 3.	Dominion Government.	Quebec, P.Q.....	17-11-41	2	52	54
Departmental Accountant, Grade 2.	Unemployment Insurance Commission.	Moncton, N.B.....	8-11-41	4	43	47
“ “ Grade 2	“	Vancouver, B.C.....	8-11-41	6	13	19
“ “ Grade 2	“	Winnipeg, Man.....	8-11-41	12	50	62
“ “ Grade 1	“	Edmonton, Alta....	8-11-41	15	37	62
“ “ Grade 1	“	London, Ont.....	8-11-41	2	26	28
“ “ Grade 1	“	Saskatoon, Sask....	8-11-41	6	52	58
Dietitian, Grade 1 (Female).	Pensions and National Health	Saint John, N.B....	11- 1-41	20	20
“ Grade 1 (Female).	“	Vancouver, B.C.....	1- 2-41	12	12
“ Grade 1 (Female).	“	Winnipeg, Man.....	15- 2-41	28	28
Dockyard Trades Foreman (Boilermaker).	National Defence.	Esquimalt, B.C....	8- 3-41	1	1
Electrical Engineer.....	Public Works.....	Ottawa.....	6-10-41	5	16	21
Employment Adviser, Grade 2.	Unemployment Insurance Commission.	“	21- 6-41	115	756	871
Employment and Claims Officer, Grades 1, 2, 3 and 4.	“	Brantford, Ont.....	25-10-41	17	86	103
“ “	“	Calgary, Alta.....	6-12-41	56	239	295
“ “	“	Chicoutimi, P.Q....	29-11-41	1	28	29
“ “	“	Edmonton, Alta....	6-12-41	69	227	296
“ “	“	Fort William, Ont..	8-11-41	15	63	78
“ “	“	Halifax, N.S.....	15-11-41	14	112	126
“ “	“	Hamilton, Ont.....	1-11-41	29	140	169
“ “ (Bil.)	“	Hull, P.Q.....	29-11-41	71	71
“ “	“	Kitchener-Waterloo, Ont.	25-10-41	18	137	155

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Fruit and Vegetable Inspector, Grade 1.	Agriculture.....	Province of British Columbia.	26- 4-41	7	9	16
General Repair Man.....	Post Office.....	Ottawa.....	16- 6-41	2	21	23
Graduate Nurse.....	Pensions and National Health	Halifax, N.S.....	12- 4-41	3	97	100
".....	"	London, Ont.....	5- 9-41	61	61
" (Female)	"	Vancouver, B.C.....	13-12-41	43	43
" (Female)	"	Winnipeg, Man.....	18-10-41	1	112	113
Graduate Nurse (Operating Room and Charge Nurse) (Female).	"	Ste. Anne de Bellevue, P.Q.	2- 8-41	6	172	178
Head Poultryman (Bil.)..	Agriculture.....	Normandin, P.Q....	20-12-41	16	16
Hospital Cook, Grade 3..	Mines and Resources.	Sardis, B.C.....	24- 5-41	3	1	4
" Grade 1..	Pensions and National Health.	Halifax, N.S.....	28- 6-41	1	2	3
" Grade 1 (Female)	"	Saint John, N.B....	16- 8-41	3	3
" Grade 1..	"	Ste. Anne de Bellevue, P.Q.	16- 8-41	5	5
Hospital Matron, Grades 1 and 2.	Pensions and National Health.	Where required.....	13-12-41	4	57	61
Hospital Orderly, Grade 2	"	Calgary, Alta.....	1- 3-41	13	13	26
" Grade 2	"	Halifax, N.S.....	14- 6-41	9	38	47
" Grade 2	"	London, Ont.....	11- 1-41	39	70	109
" Grade 2	"	"	5- 9-41	34	35	69
" Grade 2	"	Saint John, N.B....	8- 3-41	9	18	27
" Grade 2	"	Ste. Anne de Bellevue, P.Q.	8- 3-41	92	139	231
" Grade 2	"	"	23-12-41	23	47	70
" Grade 2	"	Toronto, Ont.....	5- 4-41	53	10	63
" Grade 2 (Male)	"	Winnipeg, Man.....	30- 8-41	15	20	35
Hospital Utility Man, Grade 3.	"	Ste. Anne de Bellevue, P.Q.	26- 4-41	5	30	35
Hospital Utility Man, Grade 3.	"	Toronto, Ont.....	7- 6-41	23	15	38
Hospital Utility Man, Grade 2.	"	Halifax, N.S.....	20- 9-41	5	1	6
Hospital Utility Man, Grade 2.	"	Ste. Anne de Bellevue, P.Q.	8- 3-41	26	128	154
Hospital Utility Man, Grade 1.	"	Calgary, Alta.....	22- 2-41	15	23	38
Hospital Utility Man, Grade 1.	"	Halifax, N.S.....	13- 9-41	7	3	10
Hospital Utility Man, Grade 1.	"	Quebec, P.Q.....	1- 3-41	2	29	31
Hospital Utility Man, Grade 1.	"	Saint John, N.B....	3- 9-41	8	5	13
Hospital Utility Man, Grade 1.	Pensions and National Health.	Ste. Anne de Bellevue, P.Q.	26- 4-41	10	48	58
Hospital Utility Man, Grade 1.	"	Toronto, Ont.....	7- 6-41	19	8	27
Hospital Utility Man, Grade 1.	"	Vancouver, B.C....	13-12-41	25	9	34
Immigration Inspector...	Mines and Resources	Halifax, N.S.....	11- 1-41	5	10	15
" " (English)	"	Lacolle and Huntingdon, P.Q.	25- 1-41	1	30	31
" "	"	Niagara Falls and Fort Erie, Ont.	11- 1-41	6	26	32
" "	"	Northgate, Sask....	11- 1-41	2	13	15
" "	"	Prescott and Cardinal, Ont.	11- 1-41	17	17
" "	"	Quebec, P.Q.....	11- 1-41	6	40	46
" "	"	St. Leonard, N.B....	11- 1-41	19	19
" "	"	Sydney, N.S.....	11- 1-41	2	13	15
" "	"	Woodstock Road, N.B.	18- 1-41	4	7	11

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Immigration Inspector (Bil.) and Immigration Investigating Officer, Grade 1.	Mines and Resources	Montreal, P.Q.....	11- 1-41	28	286	314
Indian Agent, Grade 4...	"	File Hills Agency, Sask.	6-12-41	2	3	5
" Grade 3...	"	Christian Island, Ont.	18- 1-41	5	33	38
" Grade 2 (Part Time)	"	South Western Division of New Brunswick.	8-11-41	11	9	20
Insect Ranger, Grade 1...	Agriculture.....	Province of New Brunswick.	9-10-41	1	9	10
Inspector of Dairy Products.	"	Winnipeg, Man.....	12- 4-41	1	16	17
Inspector of Electricity and Gas.	Trade and Commerce.	Calgary, Alta.....	26- 4-41	3	3
" " " " (Bil.)	"	Edmonton, Alta....	10- 5-41	1	6	7
" " " " (Bil.)	"	Fort William, Ont..	10- 5-41	1	5	6
" " " " (Bil.)	"	Montreal, P.Q.....	31- 5-41	1	14	15
" " " " (Bil.)	"	Ottawa.....	10- 5-41	13	13
" " " " (Bil.)	"	Sudbury, Ont.....	10- 5-41	1	1
" " " " (Bil.)	"	Vancouver, B.C....	24- 5-41	1	5	6
Inspector of Weights and Measures.	"	Ottawa.....	27- 9-41	14	74	88
Inspector, Plant Diseases, Grade 1.	Agriculture.....	"	1- 3-41	82	82
Inspector, Plant Diseases, Grade 1.	"	Province of Prince Edward Island.	19- 4-41	1	21	22
Instructor in Navigation (Seasonal) (Bil.).	Transport.....	Quebec, P.Q.....	11- 1-41	1	4	5
Instrument Man.....	Mines and Resources.	Province of Alberta.	2- 8-41	1	10	11
Insurance Inspector, Grades 1, 2 and 3.	Unemployment Insurance Commission.	Maritime Provinces.	2- 8-41	51	240	291
Insurance Inspector, Grades 1, 2 and 3.	"	Province of Quebec.	12- 7-41	58	1,418	1,476
Investigator, Department of Pensions and National Health, Grade 2 (Male).	Pensions and National Health.	Hamilton, Ont.....	23-12-41	13	14	27
Investigator, Organization Branch, Grade 2 (Bil.).	Civil Service Commission.	Ottawa.....	8-11-41	5	78	83
Junior Engineer (Refrigeration) (Bil.).	Agriculture.....	Montreal, P.Q.....	1- 3-41	12	12
Junior Engineer (Sanitary)	Pensions and National Health	St. Catharines, Ont.	13- 9-41	1	1
Junior Radio Electrical Engineer.	Transport.....	Ottawa.....	8- 2-41	4	53	57
Junior Radio Electrician.	"	"	16- 8-41	11	83	94
Junior Veterinary Inspector.	Agriculture.....	Dominion Government.	19- 4-41	4	86	90
Laboratory Assistant....	Pensions and National Health	London, Ont.....	24- 5-41	10	10
" "	Dominion Government.	Ottawa.....	12- 7-41	135	135
" " (Bil.) (Male)	Agriculture.....	Quebec, P.Q.....	31- 5-41	9	9
" "	Pensions and National Health	Winnipeg, Man.....	2- 8-41	2	16	18
" "	Agriculture.....	Yorkton, Sask.....	2- 8-41	8	8
Laboratory Helper (Bil.).	"	Hull, P.Q.....	2- 8-41	6	6
" " (Bil.).	"	Kamloops, B.C....	18- 1-41	5	5
" " (Bil.).	"	Quebec, P.Q.....	21- 6-41	4	4
Labour Relations Officer, Grades 1, 2, 3, 4 and 5 (Male).	Labour.....	Ottawa.....	19- 7-41	307	1,305	1,612
Labour Relations Specialist.	"	"	19- 7-41	307	1,305	1,612

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Lay Inspector (Bil.)	Agriculture	Montreal, P.Q.	22- 2-41	2	113	115
"	"	Prince Albert, Sask.	15- 2-41	15	38	53
"	"	Province of Alberta.	13-12-41	6	14	20
"	"	Toronto, Ont.	2- 8-41	14	29	43
Letter Carrier	Post Office	Belleville, Ont.	26- 3-41	1	9	10
"	"	Brandon, Man.	22- 2-41	1	14	15
"	"	Cap de la Madeleine, P.Q.	9-10-41	5	5
"	"	Charlottetown, P.E.I.	8- 2-41	13	13
"	"	Drummondville, P.Q.	20- 9-41	9	9
"	"	Fort William, Ont.	22- 2-41	2	19	21
"	"	Glace Bay, N.S.	26- 3-41	3	27	30
"	"	Granby, P.Q.	5- 4-41	7	7
"	"	Halifax, N.S.	1-11-41	2	63	65
"	"	Joliette, P.Q.	2- 8-41	1	10	11
"	"	Kamloops, B.C.	5- 9-41	9	9
"	"	Kirkland Lake, Ont.	26- 3-41	2	5	7
"	"	"	30- 8-41	2	8	10
"	"	Lethbridge, Alta.	7- 6-41	2	14	16
"	"	Medicine Hat, Alta.	8- 3-41	4	23	27
"	"	Nanaimo, B.C.	15- 3-41	6	6
"	"	"	28- 6-41	1	1	2
"	"	Nelson, B.C.	15- 3-41	9	9
"	"	New Westminster, B.C.	11- 1-41	26	70	96
"	"	Oshawa, Ont.	8- 3-41	5	8	13
"	"	Owen Sound, Ont.	26- 3-41	4	4	8
"	"	Pembroke, Ont.	1-11-41	3	9	12
"	"	Port Arthur, Ont.	22- 2-41	3	11	14
"	"	Saskatoon, Sask.	8-11-41	11	114	125
"	"	Sherbrooke, P.Q.	24- 5-41	1	46	47
"	"	St. Thomas, Ont.	8-11-41	2	11	13
"	"	Sudbury, Ont.	8- 3-41	15	15
"	"	Timmins, Ont.	14- 5-41	1	12	13
"	"	Trail, B.C.	19- 3-41	8	8
"	"	Valleyfield, P.Q.	22- 2-41	13	13
"	"	Welland, Ont.	1-11-41	4	4
"	"	Yorkton, Sask.	1-11-41	16	16
"	"	Triple Island, B.C.	8- 3-41	4	7	11
Lightkeeper, Class 2A (Second Class Fog Alarm Engineer and Radio Beacon Operator).	Transport	Carmanah, B.C.	16- 8-41	1	1	2
Lightkeeper, Class 3 (Second Class Fog Alarm Engineer).	"	Hope Island, Ont.	25- 1-41	4	2	6
Lightkeeper, Class 3 (Second Class Fog Alarm Engineer).	"	Green Island, B.C.	13- 9-41	1	1	2
Lightkeeper, Class 4 (Second Class Fog Alarm Engineer) (French).	"	Cape Salmon, P.Q.	10- 5-41	9	9
Lightkeeper, Class 5 and Weather Observer, Grade 2 (French).	"	South West Point, Anticosti Island, P.Q.	20 12-41	3	3
Lightkeeper, Class 6 (Third Class Fog Alarm Engineer).	"	Holland Island, B.C.	15- 3-41	4	4
Lightkeeper, Class 7	"	Ile Haute, N.S.	9-10-41	2	4	6
" Class 7	"	Portlock Point, B.C.	2- 8-41	2	2
" Class 7	"	South Point, St. Paul Island, N.S.	23- 8-41	5	5
" Class 9	"	Addenbroke Island, N.S.	14- 5-41	2	2
" Class 10	"	Jourimain, N.B.	23- 8-41	2	6	8
" Class 10	"	Mary-Joseph, N.S.	19- 3-41	10	10
" Class 12	"	Fourchu Harbour Range, N.S.	5- 4-41	2	2

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Lightkeeper, Class 12....	Transport.....	Pointe au Baril, Ont.	23- 8-41	4	4
“ Class 13....	“	Richibucto Bar, N.B.	19- 4-41	3	5	8
Live Stock Products Grader, Grade 1.	Agriculture.....	Province of Alberta.	25-10-41	1	12	13
Live Stock Products Grader, Grade 1.	“	Province of Manitoba.	25-10-41	5	15	20
Live Stock Products Grader, Grade 1.	“	Province of Ontario.	19- 7-41	1	12	13
Live Stock Products, Grader, Grade 1, (Bil.).	“	Province of Quebec.	2- 8-41	2	10	12
Live Stock Products Grader, Grade 1.	“	Province of Saskatchewan.	1-11-41	1	14	15
Live Stock Fieldman....	“	Province of Manitoba.	18- 1-41	2	7	9
Lockman (Seasonal)....	Transport.....	Nicholson and Kilmarnock Lock Station, Ont.	13- 9-41	2	1	3
“	“	Sault Ste. Marie, Ont.	14- 6-41	1	4	5
“ “	“	“ “	13-12-41	3	3	6
“ “	Public Works.....	St. Andrews Lock and Dam, Lockport, Man.	18- 1-41	3	1	4
“ “	Transport.....	Trent Canal, Ont...	30- 7-41	1	5	6
“ “	“	Lock No. 24, Williamsburg Canals, Ont.	2- 8-41	9	17	26
Lower Grade: Cleaner and Helper....	Public Works.....	Halifax, N.S.....	13-12-41	28	22	50
Watchman	Mines and Resources National Revenue.					
Immigration Guard....						
Customs Truckman						
Customs Guard						
Lower Grade: Cleaner and Helper....	Dominion Government.	Winnipeg, Man.....	26- 3-41	90	131	221
Customs Guard						
Customs Truckman.						
Mail Porter.....	Post Office.....	Belleville, Ont.....	26- 3-41	1	10	11
“	“	Medicine Hat, Alta.	8- 3-41	3	26	29
“	“	Moncton, N.B.....	11- 1-41	2	60	62
“	“	Moose Jaw, Sask....	11- 1-41	5	95	100
“	“	Vancouver, B.C....	11- 1-41	37	177	214
Manager, Employment and Claims Office, Grade 6.	Unemployment Insurance Commission.	Hamilton, Ont.....	19- 7-41	17	44	61
Manager, Employment and Claims Office, Grade 6 (Bil.).	“ “	Quebec, P.Q.....	19- 7-41	5	87	92
Manager, Employment and Claims Office, Grades 2, 3, 4, 5, and 6 (Male).	“ “	Where required....	8- 2-41	296	3,852	4,148
Manager, Employment and Claims Office, Grade 5.	“ “	London, Ont.....	2- 8-41	12	40	52
Manager, Employment and Claims Office, Grade 5.	“ “	Windsor, Ont.....	19- 7-41	6	45	51
Manager, Employment and Claims Office, Grade 4.	“ “	Saskatoon, Sask....	19- 7-41	14	45	59
Manager, Employment and Claims Office, Grade 4.	“ “	Victoria, B.C.....	2- 8-41	27	13	40
Manager, Employment and Claims Office, Grade 3 (Bil.).	“ “	Chicoutimi, P.Q....	27- 9-41	2	16	18
Manager, Employment and Claims Office, Grade 3.	“ “	Fort William, Ont..	13- 9-41	6	16	22

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Manager, Employment and Claims Office, Grade 3.	Unemployment Insurance Commission	Oshawa, Ont.	19- 7-41	10	14	24
Manager, Employment and Claims Office, Grade 2.		Moose Jaw, Sask....	8- 11-41	7	31	38
Manager, Employment and Claims Office, Grade 2.	" "	Peterborough, Ont.	20- 9-41	7	25	32
Manager, Employment and Claims Office, Grade 2.	" "	Port Arthur, Ont...	19- 7-41	2	20	22
Manager, Employment and Claims Office, Grade 2.	" "	Sault Ste. Marie, Ont.	16- 8-41	13	23	36
Manager, Employment and Claims Office, Grade 1A.	" "	Amherst, N.S.	2- 8-41	2	8	10
Manager, Employment and Claims Office, Grade 1A (Bil.).	" "	Edmundston, N.B..	30- 8-41	1	7	8
Manager, Employment and Claims Office, Grade 1A.	" "	Fort Frances, Ont...	9- 8-41	5	12	17
Manager, Employment and Claims Office, Grade 1A.	" "	Kelowna, B.C.	16- 8-41	8	12	20
Manager, Employment and Claims Office, Grade 1A.	" "	Orillia, Ont.	9- 8-41	5	10	15
Manager, Employment and Claims Office, Grade 1A.	" "	Truro, N.S.	2- 8-41	2	3	5
Manager, Employment and Claims Office, Grade 1A. (Bil.).	" "	Val d'Or, P.Q.	27- 9-41	7	7
Manager, Employment and Claims Office, Grade 1A.	" "	Yarmouth, N.S.	2- 8-41	15	15
Manager, Employment and Claims Office, Grade 1.	" "	Brockville, Ont.	16- 8-41	5	26	31
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Campbellton, N.B..	23- 8-41	2	11	13
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Drummondville, P.Q.	23- 8-41	17	17
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Granby, P.Q.	9- 8-41	19	19
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Joliette, P.Q.	2- 8-41	1	18	19
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Riviere du Loup, P.Q.	16- 8-41	32	32
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Shawinigan Falls, P.Q.	9 -8-41	1	4	5
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	" "	29-11-41	2	19	21
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	Sorel, P.Q.	30- 8-41	4	4
Manager, Employment and Claims Office, Grade 1.	" "	St. Hyacinthe, P.Q.	9- 8-41	1	9	10
Manager, Employment and Claims Office, Grade 1 (Bil.).	" "	" "	29-11-41	1	16	17

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Manager, Employment and Claims Office, Grade 1 (Bil.).	Unemployment Insurance Commission	Valleyfield, P.Q....	9-8-41	12	12
Manager, Employment and Claims Office, Grade 1.	" "	Welland, Ont.....	9-8-41	3	15	18
Manager, Unemployment Insurance Commission, Grade 1.	" "	Dominion Wide Regions.	15-3-41	224	910	1,134
Masseur, Grades 1 and 2	Pensions and National Health	Province of British Columbia.	16-8-41	4	11	15
" "	" "	Province of Ontario.	16-8-41	2	21	23
Medical Officer, Grade 5.	Mines and Resources.	Sardis, B.C.....	14-5-41	3	10	13
Medical Officer, Grade 3 (Part Time).	Pensions and National Health	Toronto, Ont.....	20-9-41	1	2	3
Medical Officer, Grade 2	Mines and Resources.	Ohsweken, Ont....	2-8-41	1	1	2
Medical Officer, North West Territories, Grade 1.	" "	Eastern Arctic Patrol and Pangnirtung, N.W.T.	5-4-41	1	6	7
Medical Superintendent...	" "	Sardis, B.C.....	14-5-41	1	14	15
Meteorologist, Grade 1...	Transport.....	Toronto, Ont.....	24-5-41	2	27	29
Office Appliance Operator, Grade 2 (Female).	Dominion Government.	Montreal, P.Q.....	2-8-41	30	30
Office Appliance Operator, Grade 2 (Male).	Transport.....	Ottawa.....	4-10-41	1	34	35
Office Boy.....	Dominion Government.	Halifax, N.S.....	1-3-41	19	19
"	" "	Montreal, P.Q.....	1-2-41	354	354
"	" "	Ottawa.....	25-1-41	366	366
"	" "	"	26-3-41	1,690	1,690
"	" "	Toronto, Ont.....	4-10-41	44	44
Office Girl and Office Boy	" "	Ottawa.....	10-11-41	500	500
Park Warden, Grade 1...	Mines and Resources.	Radium Hot Springs, B.C.	8-2-41	4	4
" Grade 1...	" "	Riding Mountain Park, Man.	22-11-41	4	6	10
Photographer.....	Trade and Commerce.	Ottawa.....	3-5-41	7	121	128
Physician (Part Time)...	Mines and Resources.	Ashcroft, B.C.....	30-7-41	2	2
" "	" "	Kootenay Agency, B.C.	5-9-41	1	1
" "	" "	Kwawewlth Agency, B.C.	12-4-41	1	1
" "	" "	Moravian Agency, Ont.	18-1-41	5	5
" "	" "	Sioux Lookout, Ont.	22-11-41	2	2
Plotman.....	Agriculture.....	Tofino, B.C.....	8-2-41	1	1
Postal Censorship Examiner.	Post Office.....	Scott, Sask.....	11-1-41	4	4
Postal Clerk.....	"	Ottawa.....	26-4-41	5	139	144
"	"	Halifax, N.S.....	14-5-41	108	108
"	"	Quebec and Levis, P.Q.	4-10-41	7	653	660
"	"	Saint John, N.B....	12-4-41	2	123	125
Postal Clerk, Grade 6 Office.	"	Kingston, Ont.....	23-8-41	1	17	18
Postal Clerk, Grade 6 Office.	"	New Westminster, B.C.	8-11-41	12	57	69
Postal Clerk, Grade 6 Office.	"	Niagara Falls, Ont..	24-5-41	1	12	13
Postal Clerk, Grade 6 Office.	"	Sudbury, Ont.....	8-3-41	14	14
Postal Clerk, Grade 5 Office.	"	Chatham, Ont.....	21-6-41	1	23	24
Postal Clerk, Grade 5 Office.	"	Fort William, Ont..	15-3-41	2	16	18
Postal Clerk, Grade 5 Office.	"	Galt, Ont.....	3-5-41	2	34	36

Table No. 1—Competitive Examinations held by the Commission during 1941—Continued

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Postal Clerk, Grade 5 Office.	Post Office.	Lethbridge, Alta. . .	8-11-41	3	19	22
Postal Clerk, Grade 5 Office.	"	Port Arthur, Ont. . .	8- 3-41	1	11	12
Postal Clerk, Grade 5 Office.	"	Sarnia, Ont.	12- 4-41	28	28
Postal Clerk, Grade 5 Office.	"	Sydney, N.S.	15- 3-41	2	25	27
Postal Clerk, Grade 5 Office.	"	"	30- 7-41	1	19	20
Postal Clerk, Grade 5 Office.	"	Woodstock, Ont. . .	22- 2-41	10	10
Postal Clerk, Grade 4 Office.	"	Pembroke, Ont. . . .	8- 2-41	1	14	15
Postal Clerk, Grade 4 Office.	"	Waterloo, Ont. . . .	22- 2-41	7	7
Postal Clerk, Grade 4 Office.	"	Welland, Ont.	26- 4-41	8	8
Postal Clerk, Grade 3 Office.	"	Collingwood, Ont. . .	8-11-41	14	9	23
Postal Clerk, Grade 3 Office.	"	Prince Rupert, B.C.	3- 5-41	5	5
Postal Clerk, Grade 3 Office.	"	Yarmouth, N.S. . . .	31-5-41	10	10
Postal Clerk, Grade 2B Office.	"	Nelson, B.C.	15- 3-41	23	23
Postmaster, Grade 2B Office.	"	Liverpool, N.S. . . .	8- 2-41	4	4	8
Postmaster, Grade 2C Office (Bil.).	"	Asbestos, P.Q. . . .	26- 4-41	2	2	4
Postmaster, Grade 2C Office.	"	Aurora, Ont.	14- 5-41	7	7	14
Postmaster, Grade 2C Office (French).	"	Mont Joli, P.Q. . . .	12- 4-41	3	4	7
Postmaster, (French)	"	Amqui, P.Q.	4-10-41	1	1	2
"	"	Bedford, N.S.	7- 6-41	2	4	6
"	"	Carman, Man.	3- 5-41	3	4	7
"	"	Creighton Mine, Ont.	27- 9-41	1	1
"	"	Duparquet, P.Q. . .	13-12-41	4	8	12
"	"	Durham, Ont.	8- 2-41	6	7	13
"	"	Fenelon Falls, Ont. .	27- 9-41	5	5	10
"	"	Frankford, Ont. . . .	23- 8-41	2	7	9
"	"	Grande Prairie, Alta.	9-10-41	10	4	14
"	"	Grand Valley, Ont. .	18- 1-41	2	3	5
"	"	High Prairie, Alta. .	27- 9-41	2	1	3
"	"	Kelvington, Sask. . .	27- 9-41	11	1	12
"	"	Lac Megantic, P.Q. .	28- 6-41	2	12	14
"	"	L'Epiphanie, P.Q. . .	13-12-41	1	1
"	"	Milltown, N.B. . . .	13-12-41	1	3	4
"	"	Nokomis, Sask. . . .	16- 8-41	3	5	8
"	"	Plaster Rock, N.B. .	15- 2-41	1	1	2
"	"	Riviere du Loup, P.Q.	20- 9-41	5	5
"	"	Roberval, P.Q. . . .	28- 6-41	3	4	7
"	"	Tweed, Ont.	3- 5-41	5	3	8
"	"	Vegreville, Alta. . .	7- 6-41	7	4	11
"	"	Wakaw, Sask.	14- 5-41	5	4	9
"	"	Willowdale, Ont. . .	1- 3-41	4	3	7
Poultry Fieldman.	Agriculture.	Province of Alberta.	19- 4-41	1	2	3
" (Bil.)	"	Province of Quebec.	15- 3-41	23	23
Poultry Products Inspector, Grade 1.	"	Province of Alberta.	25-10-41	1	14	15
Poultry Products Inspector, Grade 1.	"	Province of Manitoba.	25-10-41	4	17	21
Poultry Products Inspector, Grade 1.	"	Province of Ontario.	22- 2-41	3	41	44
Poultry Products Inspector, Grade 1.	"	Province of Prince Edward Island.	28- 6-41	6	6
Poultry Products Inspector, Grade 1.	"	Province of Saskatchewan.	1-11-41	19	19
Pressfeeder.	Dominion Government.	Ottawa.	1- 3-41	4	77	81

**Table No. 1—Competitive Examinations held by the Commission
during 1941—Continued**

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Refrigeration Inspector (Bil.)	Agriculture.....	Montreal, P.Q.....	22-11-41	14	14
Regional Superintendent, Unemployment Insurance Commission, Grade 2 (Bil.).	Unemployment Insurance Commission.	Province of Quebec.	31- 5-41	33	286	319
Sanitary Engineer.....	Pensions and National Health.	Halifax, N.S.....	1- 2-41	2	10	12
Schoolmaster, Naval Training School.	National Defence.	Esquimalt, B.C....	22- 2-41	1	17	18
Seed and Feed Inspector, Grade 1.	Agriculture.....	Province of Alberta.	8- 3-41	16	16
Seed and Feed Inspector, Grade 1.	"	Province of British Columbia.	4-10-41	1	5	6
Seed and Feed Inspector, Grade 1.	"	Province of Ontario.	8- 3-41	29	29
Seed and Feed Inspector, Grade 1 (Bil.).	"	Province of Quebec.	15- 2-41	2	16	18
Senior Airways Service Man.	Transport.....	Lethbridge, Alta...	26- 4-41	14	51	65
"	"	Ottawa and elsewhere.	26- 4-41	10	49	59
Senior Laboratory Assistant.	Mines and Resources.	Sardis, B.C.....	24- 5-41	2	2
"	Pensions and National Health.	Ste. Anne de Bellevue, P.Q.	23- 8-41	1	14	15
"	Trade and Commerce.	Winnipeg, Man.....	19- 3-41	1	24	25
Senior Mechanical Draftsman.	Munitions and Supply.	Ottawa.....	17-11-41	7	7
Stationary Engineer, Heating, Grade 2.	Public Works....	Halifax, N.S.....	22-11-41	3	4	7
Stationary Engineer, Heating, Grades 1 and 2	"	Montreal, P.Q.....	23-12-41	4	9	13
Stationary Engineer, Heating, Grades 1 and 2	Dominion Government	Toronto, Ont.....	3- 5-41	21	32	53
Stationary Engineer, Heating, Grades 1 and 2	Public Works....	Ottawa.....	11- 1-41	13	75	88
Stationary Engineer, Heating, Grade 1.	Mines and Resources.	Sardis, B.C.....	24- 5-41	3	2	5
Stationary Engineer, Heating, Grade 1.	Dominion Government.	Victoria, B.C.....	25-10-41	5	2	7
Stationary Engineer, Heating, Grade 1.	Public Works....	Winnipeg, Man.....	22- 2-41	3	7	10
Statistician, Grade 4....	Trade and Commerce.	Ottawa.....	6-10-41	4	50	54
"	"	"	19- 3-41	3	14	17
"	"	"	19- 3-41	3	61	64
"	"	"	13-12-41	1	47	48
Steamship Inspector, General.	Transport.....	Halifax, N.S.-Saint John, N.B.	25-10-41	3	3
Steamship Inspector, General (Bil.).	"	Montreal and Quebec, P.Q.	25-10-41	1	6	7
Steamship Inspector, Hulls and Equipment.	"	Halifax, N.S.....	25-10-41	1	1
Steamship Inspector, Hulls and Equipment (Bil.).	"	Quebec, P.Q.....	25-10-41	1	1
Stenographer, Grade 2 (Female).	Dominion Government.	Manyberries, Alta..	4-10-41	13	13
Stenographer, Grades 1, 1A and 2.	"	Maritime Provinces.	26- 9-41	458	458
Stenographer, Grades 1 and 2.	"	Kamloops, B.C.-Ottawa.	26- 5-41	29	29
Stenographer, Grades 1A and 2.	"	Winnipeg, Man.....	9-10-41	335	335
Stenographer, Grades 1 and 2.	"	Where required....	10- 4-41	1	5,057	5,058
Stenographer, Grade 1...	"	Montreal, P.Q.....	30-12-40	106	106
"	"	Ottawa.....	3-12-41	30	30
Stenographer and Typist, Grades 1 and 2.	"	Haileybury, Ont....	30- 5-41	8	8

Table No. 1—Competitive Examinations held by the Commission during 1941—Concluded

Class of Position	Department	Place	Date of Advertisement	Number of Applications		
				O.A.S.	Civilian	Total
Stenographer and Typist, Grades 1 and 2.	Dominion Government.	Ottawa.....	22- 7-41	181	181
Stenographer and Typist, Grade 1.	War-time Prices and Trade Board.	Dominion Government.	8-11-41	1	564	565
Stenographer and Typist, Grade 1.	Dominion Government.	Ottawa.....	16- 5-41	674	674
Structural Engineer.....	Public Works.....	Ottawa.....	1- 3-41	10	23	33
Student Assistant, Mines and Resources.	Mines and Resources.	Where required.....	1- 3-41	246	246
Sub-Collector of Customs and Excise, Grade 1 Outport.	National Revenue	Erieau, Ont.....	14- 6-41	3	1	4
Sub-Collector of Customs and Excise, Grade 1 Outport (Bil.).	"	Grand'Mere, P.Q....	4-10-41	1	9	10
Sub-Collector of Customs and Excise, Grade 1 Outport (Bil.).	"	La Tuque, P.Q.....	26- 3-41	13	13
Sub-Collector of Customs and Excise (Limited Service Outport).	"	Haskett, Man.....	24- 5-41	2	9	11
Sub-Collector of Customs and Excise (Limited Service Outport).	"	St. Peters, N.S.....	14- 6-41	3	3
Sub-Collector of Customs and Excise (Limited Service Outport).	"	"	9-10-41	3	3
Superintendent, Experimental Farm, Grade 3.	Agriculture.....	Indian Head, Sask..	20- 9-41	1	8	9
Superintendent, Experimental Farm, Grade 2.	"	Summerside, P.E.I..	22-11-41	1	8	9
Supervising Inspector of Employment Offices.	Unemployment Insurance Commission.	Ottawa.....	21- 6-41	166	697	863
Supervisor, Quarantine Boarding Service (Bil.).	Pensions and National Health.	Grosse Isle, P.Q....	13-12-41	3	3
Telegraph Operator, Public Works, Grade 5.	Public Works.....	Spirit River, Alta..	7- 7-41	6	6
Telephone Operator.....	"	Ashcroft, B.C.....	17- 3-41	3	3
"	Pensions and National Health.	Saint John, N.B....	13-12-41	15	15
"	Public Works.....	Wells, B.C.....	26- 5-41	3	3
Teletypist, Grade 2.....	Transport.....	Nova Scotia, New Brunswick and Prince Edward Island.	5- 9-41	1	31	32
" Grade 2.....	"	Province of Quebec.	30- 7-41	16	33	49
Third Secretary, External Affairs.	External Affairs..	Ottawa.....	21- 6-41	4	137	141
Travelling Auditor.....	Pensions and National Health.	"	26- 3-41	26	218	244
Typist, Grades 1 and 2...	Dominion Government.	Winnipeg, Man.-Ottawa.	23-11-41	2	170	172
Veterans' Welfare Officer, Grades 1, 2 and 3.	Pensions and National Health.	Dominion Government.	18- 1-41	1,286	86	1,372
Veterans' Welfare Officer, Grade 1 (Bil.).	"	Quebec, P.Q.....	27- 9-41	30	13	43
War-time Prices Board Accountant.	War-time Prices and Trade Board.	Where required.....	8-11-41	*2,151
War-time Prices Board Officer.	"	"	8-11-41	*8,101
War-time Prices Board Investigator.	"	"	8-11-41	*3,025
Water and Power Engineer, Grade 2.	Mines and Resources.	Winnipeg, Man.....	23- 6-41	7	7
Wool Grader, Grade 2....	Agriculture.....	Weston, Ont.....	2- 8-41	2	10	12
X-Ray Operator, Grade 1	Pensions and National Health.	London, Ont.....	27- 9-41	2	2
"	"	Ste. Anne de Bellevue, P.Q.	16- 8-41	2	14	16

* Competition still running.

Table No. 2—Special and Advisory Examiners

The Civil Service Commission desires to express its grateful appreciation to those mentioned below, who have willingly, and often at personal inconvenience, rendered valuable service by acting as advisory examiners in the competitions held under its direction.

-
- H. AINSWORTH, Illumination Engineer, Department of Transport, Ottawa.
 MISS M. B. ANDERSON, Assistant Superintendent of Nurses, Ottawa Civic Hospital, Ottawa.
 T. J. ARNALL, Steam Power Plant Engineer, Department of Public Works, Victoria, B.C.
 R. A. BISHOP, Chief Excise Tax Auditor, Department of National Revenue, Ottawa.
 GERARD BOUTHILLIER, Professor of Electricity, Technical School, Hull, P.Q.
 DR. A. BRADY, Professor of Economics, University of Toronto, Toronto, Ont.
 J. E. BREEZE, Junior Research Engineer, National Research Council, Ottawa.
 DR. C. P. BROWN, Chief, Division of Quarantine, Immigration and Marine, Department of Pensions and National Health, Ottawa.
 DR. A. E. CAMERON, Assistant Director of Production Service, Health of Animals, Department of Agriculture, Ottawa.
 J. C. CAMERON, Head of Industrial Relations Section of the School of Commerce, Queen's University, Kingston, Ont.
 D. ROY CAMERON, Dominion Forester, Department of Mines and Resources, Ottawa.
 FULGENCE CHARPENTIER, Chief of French Journals, House of Commons, Ottawa.
 J. B. COFFEY, Superintendent, Standard Brands Limited, Montreal, P.Q.
 K. B. CONGER, Chief, Fruit and Vegetable Marketing and Merchandising Service, Department of Agriculture, Ottawa.
 KENNETH COX, Provincial Agronomist, Nova Scotia Department of Agriculture, Truro, N.S.
 NORMAN B. DAVIS, Consulting Mining Engineer, Ottawa.
 V. DENIS, Engineer, Department of Public Works, Ottawa.
 DR. EUDORE DUBEAU, Dean, Faculty of Dentistry, University of Montreal, Montreal, P.Q.
 E. E. DUCKWORTH, Comptroller, Sun Life Assurance Company of Canada, Montreal, P.Q.
 R. J. FRASER, Senior Hydrographer, Department of Mines and Resources, Ottawa.
 M. J. FURLONG, Excise Tax Auditor, Department of National Revenue, Ottawa.
 J. A. GARNER, Secretary, Corn Grower's Association, Chatham, Ont.
 R. D. GILBERT, Representative, New Brunswick Department of Agriculture, Moncton, N.B.
 F. G. GOODSPEED, Superintending Engineer, Department of Public Works, Ottawa.
 A. J. GRANT, Associate Research Physicist, National Research Council, Ottawa.
 DR. J. J. GREEN, Assistant Research Physicist, National Research Council, Ottawa.
 S. W. S. HALL, Supervising Engineer, Department of National Defence, Ottawa.
 F. O. HAMEL, Supervising Engineer, Heating, Electricity or Steel Construction, Department of Public Works, Ottawa.
 E. W. HARBER, Senior Inspector, Plant Diseases, Department of Agriculture, Ottawa.
 DR. J. J. HEAGERTY, Director of Public Health Services, Department of Pensions and National Health, Ottawa.
 MISS F. HILL, Hospital Matron, Westminster Hospital, London, Ont.
 DR. C. Y. HOPKINS, Assistant Research Chemist, National Research Council, Ottawa.
 DR. J. W. HOPKINS, Assistant Research Biologist, National Research Council, Ottawa.
 J. HOPKINSON, Chief Supervisor of Audit, Auditor General's Office, Ottawa.
 DR. W. C. HOPPER, Agricultural Economist, Department of Agriculture, Ottawa.
 V. IGGLESDEN, Superintendent, Runge Press Limited, Ottawa.
 FREDERICK JOHNSON, C.A., President, Manitoba Institute of Chartered Accountants, Winnipeg, Man.
 T. H. G. KENYON, Supervisor, Postal Service, Post Office Department, Ottawa.
 DR. M. O. KLOTZ, Ottawa.
 R. G. KNOX, Head of the Department of Animal Husbandry, Ontario Agricultural College, Guelph, Ont.

Table No. 2—Special and Advisory Examiners—Concluded

- MAJOR GENERAL L. R. LAFLECHE, Associate Deputy Minister of National War Services, Ottawa.
- J. W. G. MAC EWAN, Professor of Animal Husbandry, University of Saskatchewan, Saskatoon, Sask.
- D. E. MAC KENZIE, Chief Dairy Instructor, University of Manitoba, Winnipeg, Man.
- W. L. MACKENZIE, Senior Office Engineer, Railways and Canals, Department of Transport, Ottawa.
- E. J. MARSH, Secretary, The Southern Ontario Fruit and Vegetable Shippers' Association, Grimsby, Ont.
- G. E. MARTIN, Superintending Engineer, Department of Public Works, Ottawa.
- MISS A. A. MASSON, former Cataloguer, Carnegie Public Library, Ottawa.
- D. H. MCCALLUM, Dairy Commissioner, Alberta Department of Agriculture, Edmonton, Alta.
- S. MCCARTNEY, Estimating and Printing Adviser, Department of Public Printing and Stationery, Ottawa.
- DR. A. M. MCCORMICK, Medical Officer, Department of Pensions and National Health, Ottawa.
- L. S. McLAINE, Chief, Plant Protection Services, Department of Agriculture, Ottawa.
- MISS EDNA G. McQUADE, Dietitian, Saint John General Hospital, Saint John, N.B.
- DR. G. G. MOE, Head of the Department of Agronomy, University of British Columbia, Vancouver, B.C.
- TOM MOORE, President, Trades and Labour Congress of Canada, Ottawa.
- S. J. MURPHY, Assistant Research Physicist, National Research Council, Ottawa.
- T. P. MURPHY, Superintendent of Equipment and Supply Branch, Post Office Department, Ottawa.
- DR. A. D. ROBINSON, Assistant Professor of Chemistry, University of Manitoba, Winnipeg, Man.
- C. H. ROBINSON, Agricultural Scientist, Department of Agriculture, Ottawa.
- MISS M. P. ROONEY, Office Appliance Operator, Post Office Department, Ottawa.
- L. C. ROY, Department of Agriculture, Canadian National Railways, Montreal, P.Q.
- J. B. RUTHERFORD, Statistician, Department of Trade and Commerce, Ottawa.
- ANSELME SAMOISSETTE, Insurance Broker, Montreal, P.Q.
- MISS GRACE T. SHARPE, Head Dietitian, Ottawa Civic Hospital, Ottawa.
- G. M. SHAYER, Treasury Accountant, Department of Finance, Ottawa.
- W. R. SHAW, Representative, Prince Edward Island Department of Agriculture, Charlottetown, P.E.I.
- H. P. STOCKWELL, Resident Chemical Engineer, Corporation of Ottawa, Ottawa.
- L. N. STRIKE, Supervisor of Civil Personnel and Office Management, Department of National Defence, Ottawa.
- DR. J. M. SWAINE, Director, Agricultural Science Service, Department of Agriculture, Ottawa.
- E. M. TAYLOR, Representative, New Brunswick Department of Agriculture, Fredericton, N.B.
- A. E. THORNTON, Head Clerk, Department of Trade and Commerce, Ottawa.
- L. TROTTER, C.A., Treasurer, General Trust of Canada, Montreal, P.Q.
- FRANCOIS VEZINA, Professor, Ecole des Hautes Etudes Commerciales, Montreal, P.Q.
- DR. A. S. WEST, Professor of Forest Entomology, University of New Brunswick, Fredericton, N.B.
- DR. G. J. WHERRETT, Secretary, Canadian Tuberculosis Association, Ottawa.
- MISS MARGARET M. WHERRY, President, The Canadian Federation of Business and Professional Women's Clubs, Montreal, P.Q.
- O. C. WHITE, Superintendent, Office and Field Services Branch, Soldier Settlement of Canada, Ottawa.
- A. K. WICKSON, Junior Research Physicist, National Research Council, Ottawa.
- C. E. WOOD, Superintendent of Staff, Department of National Revenue, Ottawa.
- J. HAYDN YOUNG, C.A., President of the British Columbia Institute of Chartered Accountants, Vancouver, B.C.

Table No. 3—Number of Assignments to Permanent, Seasonal and Temporary Positions

Department	Permanent				Seasonal				Temporary			
	O.A.S.†	Male Civilians*	Female Civilians*	Total	O.A.S.	Male Civilians*	Female Civilians*	Total	O.A.S.†	Male Civilians*	Female Civilians*	Total
Agriculture.....	18	110	31	159	1	3	4	50	443	217	710
Auditor General's Office.....	..	2	..	2	7	62	67	136
Canadian Pension Commission.....	..	1	1	2	4	10	24	38
Civil Service Commission.....	..	5	4	9	3	143	151	297
External Affairs.....	..	1	1	2	1	78	141	220
Finance.....	1	11	11	23	145	1,191	2,148	3,484
Fisheries.....	..	1	1	2	3	33	31	67
Governor General's Secretary's Office.....	1	1	2	1	3
House of Commons.....	21	14	2	37
Insurance.....	..	1	1	2	3	3	6
Justice.....	..	4	1	5	1	14	10	25
Labour.....	..	1	3	4	21	45	66
Library of Parliament.....
Mines and Resources.....	13	47	8	68	..	1	..	1	71	451	94	616
Munitions and Supply.....	134	1,036	1,258	2,428
National Defence.....	10	11	2	23	361	1,430	2,826	4,617
National Defence for Air.....	..	1	..	1	333	2,444	3,347	6,124
National Revenue.....	9	29	..	38	73	394	138	605
National War Services.....	1	1	8	189	374	571
Pensions and National Health.....	115	34	53	202	280	289	309	878
Post Office.....	20	131	10	161	304	2,935	284	3,523
Postmasters.....	18	9	2	29	3	8	6	17
Privy Council.....	1	1	1	4	5
Public Archives.....	2	3	5
Public Printing and Stationery.....	1	1	38	100	25	163
Public Works.....	37	9	1	47	8	1	..	9	286	218	62	566
Royal Canadian Mounted Police.....	..	1	..	1	164	164
Secretary of State.....	2	10	2	14	64	56	120
Senate.....	1	1
Soldier Settlement of Canada.....	9	10	6	25
Trade and Commerce.....	5	16	16	37	2	2	..	4	10	300	1,741	2,051
Transport.....	19	54	10	83	206	804	212	1,222
Transport Commissioners, Board of.....	7	2	9
Unemployment Insurance Commission.....	1	10	..	11	186	629	500	1,315
Totals.....	†290	513	164	967	†10	5	3	18	†2,516	13,311	14,249	30,076

Summary: Permanent (including Seasonal)..... 985
 Temporary..... 30,076

Total..... 31,061

*In all cases where male or female civilians were assigned there were no qualified Overseas Active Service men or women available for the position.

†Including 4 (permanent) and 8 (temporary) women, Chap. 22, Section 29 (4), R.S., 1927.

‡Including 35 (permanent), 6 (seasonal) and 176 (temporary) O.A.S. granted disability preference.

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion

[illegible]

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Bindery Man.....											3	
Bookbinder.....											4	
Book Correcting Clerk, Naval Signals.....											1	
Bridgekeeper.....						5						
Bridgekeeper and Caretaker (Part Time).....						1						
Bridgeman.....						13		36				
Bridgeman, Fraser River Bridge.....	1	1				1		4			3	
Bridge Motorman.....						1						
Canal Lightkeeper.....						1						
Caretaker.....		1										
“ Grade 3.....	3	4	1	1	4	14	3	1		1	1	
“ Grade 2.....	6	9	13	1	6	31				1	3	
“ Grade 2 (Limited Service).....								1				
“ Grade 2 and Caretaker, Grade 2 (Part Time).....						1						
“ Grade 2 (Part Time).....										1		
“ Grade 1.....	2	18	3		2	28		7	4		2	
“ Grade 1 (Part Time).....	1	2	5	8	3	9		6	13		1	
“ Grade 1 and Caretaker, Grade 1 (Part Time).....					1							
Chemist.....						1						1 Dayton, Ohio, U.S.A.
Chief Clerk.....								1				6
Chief Cost Investigator.....												1
Chief Draftsman.....												1
Chief Engineering Consultant.....												1
Chief Inspector of Insurance Revenue, Unemployment Insurance Commission.....												2
Chief Instructor, Royal Canadian Air Force.....						1						
Chief Insurance Reviewing Officer, Unemployment Insurance Commission.....												1
Chief Liaison Officer.....												1
Chief Medical Officer.....								1				
Chief of Aircraft Overhaul.....												2 Ottawa and elsewhere.
Chief of Equipment, Purchaser and Storekeeper.....												1
Chief of Machine Tools and Gauges Division, Munitions and Supply.....												1
Chief of Pages.....												1
Chief of Tank Division, Munitions and Supply.....												1
Chief Parliamentary Messenger (Senate).....												1
Chief Statistician.....						1						
Chief Storeman.....				2		1		2				
Civil Service Examiner, Grade 3.....												1
“ Grade 2.....												3
“ Grade 1.....												3
Cleaner and Helper.....	9	11			5	35		11				14
Cleaner and Helper (Part Time).....		1										130
Clerk, Grade 4.....	6	5	8	4	9	40	1	21	6	1	246	1 Where required. 1 Washington, U.S.A. 1 Newfoundland
Clerk, Grade 4 (Construction Architectural Specification Writer).....					1							1
Clerk, Grade 4 (Part Time) (Mining Recorder).....										1		
Clerk, Grade 4 (Timekeeper).....						1						

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Clerk, Grade 3.....	16	38	44	5	24	68	3	58	25	...	514	1 Newfoundland
“ Grade 3 (Airport Attendant).....	2
“ Grade 3 (Foreman Attendant).....	1
“ Grade 3 (Part Time).....	1
“ Grade 2.....	53	83	72	36	164	227	1	224	74	...	1675	...
“ Grade 2 (Part Time).....	3
“ Grade 2 (Linen Storekeeper).....	1
“ Grade 1A.....	5	15	12	1	15	19	...	9	6	...	134	...
“ Grade 1.....	180	123	184	140	210	492	7	426	110	2	4873	...
Clerk of Works, Grade 4.....	1	1	...
“ Grade 3.....	2	1	4	2	...	6	1	...	1	...
“ Grade 2.....	...	1	1	4	...	6
“ Grade 1.....	1	1	...	9
Coder and Cypherer (Naval Signals).....	47	...
Confidential Messenger.....	3	...
Constable, Indian Reserve (Part Time).....	1
Constable, Protective Service.....	10	...
Construction Foreman.....	1	1	2	2	...	5	...	6
Consulting Engineer.....	1
Copyholder.....	6	...
Customs Excise Clerk.....	9	9	...	1	1
Customs Excise Enforcement Officer.....	1	6	...	5	4	8	...	8	1
Customs Excise Enforcement Officer (Part Time).....	3	3	1
Customs Excise Examiner.....	9	6	7	13	16	114	...	17	1
Customs Excise Examiner, Grade 1 Out-port.....	...	8	...	2	1	3	...	12	1	...
Customs Excise Examiner, Limited Service Outport.....	1	1
Customs Guard.....	...	2
Customs Truckman.....	8	...	1
Dairy Produce Grader, Grade 1.....	1	...	1	1	...	1
Damkeeper.....	1	1	1 Ontario - Quebec.
Dental Officer.....	2
Dental Officer (Part Time).....	1	1
Departmental Accountant, Grade 6.....	6	...
“ “ Grade 5.....	10	...
“ “ Grade 4.....	33	...
“ “ Grade 3.....	40	...
“ “ Grade 2.....	1	1	3	...	1	1	...	45	1 Labrador.
“ “ Grade 1.....	1	...	1	2	...	1	23	...
Departmental Librarian, Grade 1.....	1	4	...
Departmental Purchasing Agent, Grade 5.....	3	...
Departmental Purchasing Agent, Grade 4.....	8	...
Departmental Purchasing Agent, Grade 3.....	1	6	...
Departmental Purchasing Agent, Grade 2.....	2	13	...
Departmental Purchasing Agent, Grade 1.....	3	26	...
Deputy Controller of Supplies.....	1	...
Despatch Clerk (Naval Signals).....	4	...
Dietitian, Grade 2.....	1
Dietitian, Grade 1.....	...	2	1	1	...	4
Director, Chemicals and Explosives.....	1	...
Director, General Industry and Sub-contracting Co-ordination.....	1	...
Director of Nutrition Services.....	1	...
Director of Production.....	1	...
Director of Purchases.....	1	...
Director of Ship-building.....	1 Ottawa and elsewhere.
Director of Technical Training.....	1	1	...
Director of United States Purchase.....	2	...
Dispenser.....	1	1	5	...

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Dispenser (Part Time).....	1											
District Airways Engineer.....		1							1	1		
District Manager, Industry and Sub-contracting Co-ordination.....	1					1						
District Supervisor, Grade 2, Department of Fisheries.....								1				
Dock Superintendent, Department of National Defence.....								1				
Dockyard Trades Foreman.....		5			7							
Dogmaster.....						2						
Draftsman.....		4	4	4	2	13	1	7	2	1	38	
Economist.....												1
Editor, Supervisor Reference Service.....												1
Editorial Assistant.....												1
Electrical Engineer.....					1							1
Electrician-Engineer, Grade 1.....		1										1
Elevator Operator.....		4			1	11	1	4				97
Employment Adviser, Grade 2.....												1
Employment and Claims Officer, Grade 5.....					1	11						1
Employment and Claims Officer, Grade 4.....	5	4		1	1	11		8	4			1
Employment and Claims Officer, Grade 3.....	6	6	3	3	5	20		12	3			2
Employment and Claims Officer, Grade 2.....	3	8	6	1	2	33		23	5			3
Employment and Claims Officer, Grade 1A.....			1		1							
Employment and Claims Officer, Grade 1.....	9	17	13	3	5	60	1	20	8			1
Employment Manager.....					1							
Engineering Assistant, Aids to Navigation.....												1
Engineering Clerk.....	2	1		1	1	2		8	1	1		9
Engineering Helper.....	1							2				
Engineer, Mines, Grade 3.....												1
Engineer, Mines, Grade 2.....												1
Engineer, Mines, Grade 1.....												1
Engineer, Naval Control.....					1							
Engineer, Naval Service.....		1										
Entomologist.....		1										
Examiner of Masters and Mates.....						1						
Excise Tax Auditor, Grade 2.....	5	4	3		2	23		17	2			4
Excise Tax Auditor, Grade 1.....	1	1	1			2		6	1			
Executive Assistant, Department of National War Services.....												1
Executive Assistant, Finance.....												1
Executive Assistant, Munitions and Supply.....												1
Executive Assistant, National Defence.....												2
Executive Assistant to the Director of Automotive Production, Munitions and Supply.....												1
Executive Assistant, War Industries Control Board (Aircraft Production).....						1						2
Executive Assistant, Unemployment Insurance Commission.....												2
Executive Director, Unemployment Insurance Commission.....												2
Experimental Farm Assistant, Grade 2.....								1				
Expert Tea Tester.....						1						1
Farm Foreman.....						1			1			1
Feed Specialist.....												
Field Engineer.....			1									
Field Supervisor, Nutrition Services.....												2
Field Supervisor, Soldier Settlement, Grade 1.....	4	1							7			
Filing Clerk, Naval Signals.....												13
Fire Ranger, Grade 1 (Part Time).....						10						
Fisheries Inspector, Grade 1.....				2	6		1	1				

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Inspection Engineer.....			2			1						
Inspector, Air Training Scheme.....	36	46	41	3	15	249		129			26	
Inspector of Aerodrome Work and Construction.....												1 Where required.
Inspector of Aircraft, Grade 2.....	1					18		38			7	
Inspector of Aircraft, Grade 1.....								4			1	
Inspector of Armament.....											1	
Inspector of Concrete Construction.....								1			1	
Inspector of Construction.....						2					1	
Inspector of Dairy Products.....			1		1	1		5	2			
Inspector of Dairy Products (Special Investigator of Marketing).....								1				
Inspector of Electricity and Gas.....	1					1					2	
Inspector of Explosives.....											1	
Inspector of Foods and Drugs.....								1				
Inspector of Stores, National Defence, Grade 3.....											8	
Inspector of Stores, National Defence (Surveyor).....					1							
Inspector of Weights and Measures.....	2					1		4	1			
Inspector, Plant Diseases, Grade 2.....				3	6							
Inspector, Plant Diseases, Grade 1.....	1	2		1	3	1	2	2				
Inspector, Plant Protection, Grade 1.....						1						
Instructor in Navigation.....								2				
Instrument Maker Foreman.....											1	
Instrument Maker, Grade 2.....											1	
Instrument Maker, Grade 1.....											20	
Instrument Man.....	19	10	5	13	4	24	1	3	6		1	7 Newfoundland. 1 Where required. 1 Labrador.
Insurance Inspector, Grade 3, Unemployment Insurance Commission.....	1	2	1	1		3		4	1		2	
Insurance Inspector, Grade 2, Unemployment Insurance Commission.....	4	9	5	3	3	43	1	30	4		5	
Insurance Inspector, Grade 1, Unemployment Insurance Commission.....	4	9	2	1	3	25		26	6		4	
Insurance Officer, Grade 2.....											1	
Investigator, Combines Investigation Office, Grade 2.....											1	
Investigator, Department of Pensions and National Health, Grade 1.....	1	3	1	2	1	3		2	4		1	
Investigator, Organization Branch, Grade 2.....											2	
Investigator, Organization Branch, Grade 1.....											2	
Junior Architect.....	2		1		3						3	
Junior Bacteriologist.....											2	
Junior Chemist.....			1			1		1			3	
Junior Department Solicitor.....											1	
Junior Draftsman.....	1	4			2	7	1	4			8	
Junior Engineer.....	1	3	12		3	27	1	12	11		9	
Junior Hydrometric Engineer.....											1	
Junior Instrument Man.....								1			1	
Junior Mechanical Draftsman.....								2			1	
Junior Mechanical Engineer.....											6	
Junior Pharmacologist.....											1	
Junior Radio Electrical Engineer.....											4	
Junior Radio Electrician.....								1				
Junior Research Assistant.....											1	
Junior Seed Analyst.....	3	1		2		7		2	1		2	
Junior Translator.....											1	
Junior Veterinary Inspector.....	7	3	19			8		10	1			

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Junior Wartime Technical Assistant											1	
Junior Wartime Technologist											2	
Laboratory Assistant		6			1	3		5	1		25	
Laboratory Helper		2	1		2	6		3			20	
Labour Relations Officer, Grade 4											1	
Lapidary Mechanic Foreman											2	
Lapidary Mechanic, Grade 4											3	
Lapidary Mechanic, Grade 3											9	
Lapidary Mechanic, Grade 2											27	
Lapidary Mechanic, Grade 1											38	
Lapidary Mechanic Helper											4	
Launchman		1										
Law Clerk											1	
Lay Inspector	4	3	4			4		9	4		1	
Leading Storeman				9				17				
Letter Carrier	32	161	35	24	46	383	3	229	19		36	
Letter Carrier (Part Time)		1				38						
Library Assistant											5	
Lightkeeper, Class 2					1			1				
Lightkeeper, Class 2A		1										
Lightkeeper, Class 3		1			4			1				
Lightkeeper, Class 4		5						1				
Lightkeeper, Class 5						2		1				
Lightkeeper, Class 6		2										
Lightkeeper, Class 7		1			4							1 Newfoundland
Lightkeeper, Class 8						1						
Lightkeeper, Class 9		1			3	1						
Lightkeeper, Class 10					2	1		1				1 Newfoundland
Lightkeeper, Class 10A			1				2					
Lightkeeper, Class 11					4	2						
Lightkeeper, Class 12				1	1	1		1				
Lightkeeper, Class 13				1	3			1				
Lightkeeper, Class 14		1		2	2		1	1				
Lightkeeper, Class 15				1	1							
Lightkeeper, Class 19					1							
Linesman						39						
Lithographic Artist and Engraver											2	
Lithographic Helper											1	
Lithographic Transferer and Prover			1									
Live Stock Fieldman	1		1									
Live Stock Inspector						2		3				
Live Stock Products Grader, Grade 1	5		2			7		3	1		1	
Lockmaster						1						
Lockman			3		1	28		11			3	
Lock Motorman						8		10				
Mail Porter	33	17	35	34	28	133		116	32		36	
Mail Porter (Part Time)			17	2	8			64	37			
Maintenance Foreman		1										
Manager, Dominion Arsenal Canteens						1		1				
Manager, Employment and Claims Office, Grade 5	1					2						
Manager, Employment and Claims Office, Grade 4				1	1	1		2				
Manager, Employment and Claims Office, Grade 3	1		1		1	6		3				
Manager, Employment and Claims Office, Grade 2					1	6			1			
Manager, Employment and Claims Office, Grade 1A		2			1			1	1			
Manager, Employment and Claims Office, Grade 1		3	1			6	1	6				

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

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Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

[illegible]

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

[illegible]

Table No. 4—Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Continued

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Supervising Overseer, Construction Branch, Naval Service.....											1	
Supervising Proofreader.....											1	
Supervisor, Experimental Farm, Grade 3.....									1			
Supervisor, Naval Signals.....											10	
Supervisor of Scrap Iron and Steel.....											1	
Supervisor of Char Service.....											1	
Superintendent of Illustration Stations.....						1						1 Fort William Summer and Ottawa in Winter. 1 Where required.
Surveys Engineer, Grade 4.....					1							
Surveys Engineer, Grade 2.....					1	1					1	4 Ottawa and field.
Surveys Engineer, Grade 1.....					2	1					1	
Tailoress.....	2				5	3					1	
Tax Auditor, Grade 2.....						1		1				
Tea Tester (Part Time).....											1	
Technical Adviser.....											1	
Technical Adviser, War Requirements Board.....											2	
Technical Assistant (Purchasing).....											1	
Technical Instructor.....											2	
Telegraph Messenger.....	4	9									1	
Telegraph Operator, Public Works, Grade 6.....			5			1					1	
Telegraph Operator, Public Works, Grade 5.....	7	9							4			
Telegraph Operator, Public Works, Grades 5 and 6.....			2									
Telegraph Operator, Public Works, Grade 4.....			4									
Telegraph Operator, Public Works, Grades 4 and 5.....			1									
Telegraph Operator, Public Works, Grades 4, 5 and 6.....			2									
Telegraph Operator, Public Works, Grade 3.....												
Telegraph Operator, Public Works, Grade 2.....					1			1				
Telephone Operator, Supervisor.....								1			1	
Telephone Operator, Grade 1A.....						3						
Telephone Operator.....	17	33	8	10	20	25		25	8		1	
Telephone Operator (Part Time).....		1										
Teletype Operator, Naval Signals.....								2			4	
Teletypist, Grade 2.....	3	8	2		2	1		2			1	
“ Grade 1.....						6		1			6	
Test Borings Foreman.....					1							
Third Secretary, External Affairs.....				1				1		7	5	1 London, England. 1 Tokyo, Japan. 1 Brazil, S.A. 1 Rio de Janeiro, S.A.
Tidal and Current Observer (Part Time).....							1					
Timber Inspector.....				1		1					1	
Time and Material Recorder.....		2			2							
Timekeeper.....				19	6	41		13				

Table No. 4 Showing by Provinces, Assignments made in 1941 by the Commission to all Classes in the Departments throughout the Dominion—Concluded

Position	Alberta	British Columbia	Manitoba	New Brunswick	Nova Scotia	Ontario	Prince Edward Island	Quebec	Saskatchewan	Yukon	Headquarters Ottawa	Other Locations
Tractor Operator.....	1											
Trade Inspector (R.C.A.F.).....	1											
Translator.....						3					6	
Translator (Civilian Interpreter).....						3						
Transport Supervisor, Naval Stores.....											1	
Travelling Auditor, Narcotics.....											2	
Travelling Supervisor, Unemployment Insurance Commission.....	1	1	1			2		1				
Truckman.....											12	
Typesetting Machine Operator.....											3	
Typewriter Inspection and Repair Man.....											1	
Typex Operator, Naval Signals.....											6	
Typist, Grade 2.....		1	3		2	4		4	2		159	
“ Grade 1A.....						8		12			43	
“ Grade 1.....	20	37	24	7	99	116	2	224	32		1202	
Typist, Naval Signals.....											21	
United States Purchasing Agent.....												1 New York and U.S.A. points.
Veterans' Welfare Officer, Grade 3.....						1		1			1	
Veterans' Welfare Officer, Grade 2.....			1									
Veterans' Welfare Officer, Grade 1.....	3			2	2	2		1	1			
Veterinary Inspector (Part Time).....						1						
War Audit Accountant.....						3		4			23	1 Lancaster, England.
War Treasury Accountant.....											14	
Wartime Prices Board Accountant.....											3	
Wartime Prices Board Accounting Officer.....											3	
Wartime Prices Board Investigator.....											1	
Wartime Prices Board Officer.....											5	
Wartime Technologist.....											5	
Wartime Technologist Assistant.....											7	
Watchman.....	4	11	7	7	14	36		39	2		7	2 Newfoundland
Watchman (Part Time).....								2			2	
Water and Power Engineer, Grade 3.....	1											
Water and Power Engineer, Grade 1.....		3	1									
Weather Observer, Grade 2.....								1				
Welfare Supervisor, Grade 2.....											1	
Welfare Supervisor, Grade 1.....			1								1	
Wool Grader, Grade 1.....						2						
X-Ray Operator, Grade 1.....								1				

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Government
Publication

FORTY-FOURTH ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION OF CANADA

FOR THE YEAR 1952



EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY
OTTAWA, 1953

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EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY
OTTAWA, 1953

*To His Excellency The Right Honourable Vincent Massey, C.H., Governor
General and Commander-in-Chief of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1952.

Respectfully submitted,

F. GORDON BRADLEY,
Secretary of State.

OTTAWA, March, 1953.

OTTAWA, March, 1953.

HONOURABLE F. GORDON BRADLEY, Q.C., M.P.,
Secretary of State of Canada.

SIR,—In conformity with the provisions of subsection 4 of Section 4 of the Civil Service Act (Chapter 22, Revised Statutes of 1927), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1952.

I have the honour to be, sir,

Your obedient servant,

CHARLES H. BLAND,
Chairman.

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REPORT OF THE CIVIL SERVICE COMMISSION FOR THE CALENDAR YEAR 1952

INTRODUCTION

Transactions of the Civil Service Commission were at an again higher level in 1952. Persons recruited during the year (25,271) were, roughly, ten per cent more than in the previous year (23,154). Reassignments within the Service were up to 14,329 as compared to 11,431 in 1951. Expansion of National Defence establishments for which 9,282 employees were recruited, again accounted for most of the increase in Commission activity.

An important amendment to the Civil Service Regulations in the early part of the year brought retiring leave benefits to temporary employees. Thus the gradually-narrowing gap between permanent and temporary employees has been again shortened in substantial measure. The only important distinction now left between conditions of employment of the two groups is in respect to participation in the Government's superannuation plan. Extension of retiring leave benefits to temporary employees was in the main under the same conditions as those previously applicable to permanent employees. Benefits are scaled according to years of service and are governed also by whether retirement is voluntary or involuntary.

The year saw formal approval given to a Service-wide suggestion awards program. This program, under which cash awards may be made for suggestions useful in improving departmental operations, is described briefly in a later section of this report.

PERSONNEL SELECTION

Professional and Technical Recruiting

During 1952 the Commission examined over 4500 applications for long-term and seasonal professional positions in the social and physical science fields. This represents a drop of about 1500 from last year's response to advertised requirements in these fields. University registration is still low, particularly in the technical fields, and industrial demands are higher. An intensification of recruiting activity, particularly in the technical fields, has accordingly been necessary.

The Commission conducted competitions in about 50 fields of specialization related to the physical and social sciences. Engineering and other physical sciences account for approximately two-thirds of the appointments made. More than 350 were assigned to continuing positions while over 700 were assigned to seasonal positions during the spring and summer of 1952. The Commission was able to meet most requirements for graduates at the bachelor's level in the social sciences and agriculture, the requirements in both these fields being lower than in 1951. In the physical sciences, however, great difficulty was encountered in meeting departmental requirements in meteorology, electronic engineering, architecture and certain phases of civil and mechanical engineering. In all these fields there is a nation-wide shortage of professional personnel with experience of the sort required to meet the needs of all departments and Defence departments in particular.

In the fields of chemistry, bacteriology, pharmacology and pharmacy, the requirements of the service during 1952 remained fairly constant with those of the previous year but were approximately 30% less than in the immediate post-war period. Honour graduates and those with the highest academic attainment were assigned to research work and are being considered for specialized development and accelerated promotion. During the past year, the greatest demand for personnel has been for the more routine and operative positions. There has been a constant need for young recruits with aptitude for and training in this type of work in the above fields.

The Commission again found considerable competition for appointment as Foreign Service Officers. The calibre of candidates selected for appointment was maintained at a high standard.

Approximately twenty young university graduates were appointed during 1952 as Junior Administrative Officers. Known as "Administrative Trainees" during their first and probationary year, these officers are being given broad training within their departments, and they are attending a formal course organized by the Civil Service Commission in which they study the structure of Government and the theory and practice of administration.

In recruiting for assignment as Technicians and Draftsmen, the Commission found an increased interest in all parts of Canada and attributes this to increased effectiveness in the liaison between its representatives and technical high schools throughout the country and to the reputation gained for the training plan initiated in 1951 for Student Draftsmen. Those Student Draftsmen who were trained for the Mapping Service in 1951 were assigned to Departments during 1952 and reports thus far indicate that the plan will prove to be very helpful and well worth while.

The Commission considered it desirable to extend its program of annual recruiting visits to universities and colleges during 1952 in order to compensate in some measure for the increased difficulty in attracting scientific personnel. Much credit is to be given to the officers at universities and colleges across Canada who have generously assisted the Commission by drawing the attention of high ranking students to the requirements of the Public Service.

The annual review of the progress of young professional administrative and scientific personnel continues to be fruitful in that it helps to locate the occasional misplaced employee, singles out the more promising of each group for special consideration and in some instances reveals the necessity for the releasing of unsuitable employees. The Commission is considering extending this practice to higher grade appointments.

Recruiting in Clerical and Related Classes

While the widespread shortage of Stenographers, Typists and Office Appliance Operators persisted throughout 1952, continuous recruitment and training programs brought about some improvement in certain centres. In a few areas there was a shortage of recruits who met the regular requirements and in these centres temporary tests were held which were open to applicants not normally admitted because of age or marital status.

Increased emphasis was placed on the importance of the interview in the selection of employees for the clerical classes. The written paper continued to form the major part of the examination program but whenever possible candidates were rated by oral boards. Such boards perform the dual function of assessing each candidate's qualifications for employment and at the same time help to determine the particular type of clerical work for which he is best suited. The recommendations of these boards have proved of great assistance in improving the placement of successful candidates.

A positive recruitment program was continued throughout 1952 and every effort was made to acquaint high school and business college students with employment opportunities in the Civil Service. Steps taken included talks to student bodies, the distribution of pamphlets and individual counselling. Civil Service Commission representatives also participated in vocational training programs sponsored by high schools for their graduating students.

Test Development

During 1952, the Test Development Section made considerable progress in its study of the reliability and validity of Civil Service examinations. With a view to expediting the correction of papers, construction techniques were also re-examined. As a result, the design of certain papers was altered in order that they would be adaptable to either hand or machine-scoring. Particular attention was paid to the written paper as a selection instrument for experienced Office Appliance Operators and a detailed study of its effectiveness was initiated. The number of papers constructed and statistically studied for open competitions remained at the level of the preceding year while the number of papers designed for promotion competitions showed a marked increase.

Research

During 1952 pressures of examination and selection work, similar to those of the previous year, limited the program of personnel research. However, a promising start was made into the complex problem of employee turnover by an analysis of the causative factors which were operative. A more extensive study of the reasons for avoidable separations is planned.

Work continued in the areas of career progress of employees, effectiveness of recruiting media, reasons why successful candidates decline offers of employment, and interest characteristics of Administrative Trainees.

Technical Assistance

The Commission gave leadership to a panel whose purpose is to give advice on administrative training to the International Economic and Technical Co-operation Division of the Department of Trade and Commerce.

The Commission also assisted in planning a program for twelve junior administrators from Pakistan. The program included observation and study, not only of public administration on all levels of government in Canada, but of a great variety of Canadian institutions. Three of these officials fulfilled part of their program in the Commission.

This year a senior official from Pakistan and another from Egypt spent several months in the Commission as United Nations Fellows, studying processes of personnel selection and administration.

District Offices

The steady increase in the staff requirements for the Department of National Defence throughout Canada has been the largest factor contributing to the total of 19,768 assignments made by the District Offices in the year 1952. This total is over 15 per cent higher than the total for 1951 and 70 per cent higher than the total for 1950.

Most Departments now have large staffs outside Ottawa and all of these are served by the Commission's District Offices. By having trained Personnel Selection Offices locally available to deal with departmental appointments and to assist with promotions, appeal boards and training courses, the Commission is in a much better position than formerly to carry out its functions in centres outside Ottawa.

COUNSELLING

Early in 1952, the Commission offered a course of training in Employee Counselling in which employees from most of the Government agencies participated. In this course special emphasis was placed on the non-directive method of counselling and on the practical study of cases and problems common to the different Departments. As all who enrolled could not be accommodated in the spring session, the course was repeated in the fall. Approximately fifty-five persons (men and women) were given training with the purpose of assuming counselling duties in their respective Departments.

Since counselling situations are not restricted to the field of the professional counsellor but arise when any employee has a problem involving his or her own personal feelings, attitudes, ambitions or fears, it is important that those handling such problems should have a knowledge of the methods of counselling which are producing satisfactory results in practice today. They have available, too, the services of the professional staff of the Department of National Health and Welfare for the referral of difficult cases of mental instability, maladjustment, health or social complications. To promote their own self-improvement the group has organized an interdepartmental committee of employee counsellors.

APPEALS

Appeals Arising out of Promotional Competitions

During the year, 545 appeals against rating or standing for promotion were heard by formal Review Boards. This number included 462 appeals registered in 297 competitions initiated in 1952 and 83 appeals filed in 53 competitions initiated in 1951.

Of these 545 appeals, 21 were sustained, 327 were disallowed, 36 were withdrawn, 62 were disposed of by other means and 99 were carried over pending further investigation.

Many other protests and complaints were investigated and cleared by explanation and correspondence without the need for submission to formal boards.

In conjunction with departmental offices and staff associations, the Commission conducted a careful study and analysis of the issues giving rise to appeals and considerable progress has been made in eliminating basic causes of appeal in various quarters.

Appeals Against Denial of Annual Salary Increases

In 1952 there were 1517 denials of annual salary increases as compared to 1940 in 1951 and 1987 in 1950. Of the 1517 denials, 1137 increases were denied on the basis of unsatisfactory efficiency reports under Section 78 of the Civil Service Regulations and 380 were withheld under authority of Section 80 of the Civil Service Regulations, which provides that no employee shall be granted an increase who has not been on active duty for at least ten months subsequent to the date of his last increase.

Twenty appeals against denial of increase by reason of unsatisfactory efficiency reports were heard by formal Review Boards. Of these, 4 were sustained, 10 were disallowed, 1 was withdrawn and 5, received at the end of the year, were carried over for investigation and hearing.

STAFF TRAINING

The Commission's program of staff training was continued in 1952 on much the same pattern as 1951. The main function of the Commission's Training Division is to promote and sponsor suitably diversified training programs for the various Departmental staffs. The Division determines training needs and formulates specific plans to fill them, which are then carried out by training staff in the Departments. Departments in which adequate training facilities have not been organized frequently draw upon resources of the Commission.

Recruiting shortages in certain classes continued to be a problem in 1952. In most of the larger centres there was an acute shortage of typists and stenographers. In almost every province the schools found that their student typists and stenographers, as well as draftsmen and radio operators, were being offered steady employment with a good salary before they had completed their specialized training. Against this background the Commission strove, through its training schemes, and by employing the services of public and private schools and the universities, to meet recruiting needs. The Commission again offered typing and stenographic training courses and a school for mechanical draftsmen and map draftsmen.

Above the entrance grades most positions are, of course, filled by promotion. In some areas the lack of candidates who have the requisite knowledge and experience for senior positions has emphasized the need of systematic training for promotion. The Commission has therefore stimulated the organization of special training groups. Improved staff training facilities within Departments are making it possible to fill an increasing proportion of positions by promotion. The Commission is also continuing its courses in Personnel Administration and Public Administration, and a correspondence course in Office Management.

Various means are used to keep senior Departmental officers informed of training policy and progress, and otherwise to maintain or increase their interest in the work being done by Staff Training units. And, every year, a number of senior officials—including Ministers, Deputy Ministers, Branch Heads, Directors and others—are invited to participate in the Commission's central courses at Ottawa and in parallel courses in other cities. They are frequently called on, thus, to give lectures, conduct discussions, and to serve as experts on panels.

The Commission is also developing a new course of training for supervisors and administrative officers, with the aim of giving a deeper understanding of the purpose and process of Government. Special attention will be given to the supervisor's problems of human relations, as they affect the employee's loyalty, happiness, and efficiency.

CLASSIFICATION, COMPENSATION, ORGANIZATION AND METHODS

Departmental requests for additional temporary positions during the year 1952 totalled 22,296. This figure is lower by 680 than for the previous year. The Organization and Classification Branch of the Commission reviews each request for an increase in establishment to determine whether the proposed additional positions are necessary and cannot be avoided by re-arrangement of staff or other means, and whether the proposed classifications are correct. As a result of these reviews, approval was withheld on 536 positions, and 380 others were approved with modifications in classification or compensation.

Requests for new permanent positions numbered 4,917, all of which were approved. Most of them were to provide for the permanent appointment of temporary employees, but a number represented increases in continuing establishments.

The above figures give some indication of the volume of work with respect to the examination of requests received for new positions. Many of the new positions approved were offset by other positions that were abolished, and, therefore, do not necessarily reflect the change in the numbers of Civil Servants over the year.

Classification

Requests for reclassification of positions numbered 5,811—practically the same number as the previous year. Most of these requests related to positions which were already filled. Reclassifications are normally recommended only where there have been substantial changes of a continuing nature in duties and responsibilities attaching to the positions concerned. There are situations where additional duties and responsibilities have been assumed for temporary periods only and, when this occurs, additional remuneration is granted by way of "Terminable Allowances". Last year there were 686 Terminable Allowances approved.

The Organization and Classification Officers of the Commission again spent a considerable percentage of their time conducting "unit surveys", during the course of which the need for and the classification of each position in a particular Branch or Division of a Department are reviewed. As far as possible every employee in the unit under survey is interviewed at his or her work and the duties and responsibilities attached to each position are carefully assessed. At the same time, attention is given to the organizational structure and the procedures of each unit. In 1952, 165 surveys were undertaken, covering 10,595 positions.

A complete survey of photographic establishments within the Service was initiated in 1952 with a view to establishing a new classification plan for positions of photographer. Reports on the various photographic units were prepared and recommendations made to departments for the improvement of existing technical facilities.

A similar survey of all libraries within the Service was started during the year and is still in progress. To assist the Commission in the two studies a professional librarian and a highly qualified photographer were loaned to the Commission from other Government departments.

Work Standards

The study and development of work standards for routine tasks common to many departmental units was carried further in 1952. Work standards serve as guides to the number of positions required on the establishment of various units and in determining proper workloads for individual employees. Information on work standards has been developed for the following operations: mechanical tabulation units, central records, personnel offices, and duplicating operations.

Compensation

During the year, continued attention was given to the general trend of wage and salary rates and the rates applicable in specific industries. The area from which information has been gathered in private industry has been substantially broadened during the past year. The Commission attempts to make use wherever possible of surveys of wages and working conditions carried out by other organizations in particular areas of the country. Reports from these sources have been of considerable assistance to the Commission.

Overtime Pay

Sections 85 and 86 of the Civil Service Regulations were revised with effect from April 1, 1952 and there are now new regulations covering the treatment of overtime worked by employees in classified positions. A detailed study was made of comparative working conditions in the Public Service and in private industry with emphasis on overtime provisions. This study was made available to the National Joint Council of the Public Service, which considered the question of premium rates of compensation for overtime for operating employees in a number of departments.

Five-Day Week

The further implementation of the five-day work week has also been a matter of detailed study during the year. Special surveys have been made from time to time as to the prevalence of the industrial five-day work week in particular locations throughout Canada. During the year a number of departments were authorized to place their Montreal offices on the year-round, five-day week under the formula devised the previous year to apply to Toronto offices. This provided for no reduction in weekly work hours.

Incentives

The work of an interdepartmental committee on incentives culminated during the year in the authorization of a suggestion award program and the appointment of a Suggestion Award Board. This Board was established by the Treasury Board, in accordance with the provisions of The Financial Administration Act. One of the members of the Commission, A. J. Boudreau, was appointed Chairman of the Board.

Under the suggestion award Regulations a Deputy Head may recommend to Treasury Board cash awards of up to fifty dollars for suggestions that are put into effect. Under the Regulations suggestions would go first to a departmental suggestion award committee. Awards of more than \$50 may be made only when a suggestion is approved by an interdepartmental Award Board. The Board is to consider also suggestions that may be useful in more than one department.

Operations and Methods Service

This advisory service on the improvement of administrative practices undertakes surveys and provides day-to-day advice on the request of departments. There has been a marked increase in departmental interest and much more effective implementation by departments of proposals for work simplification.

The interest of departments has been further shown by requests to have departmental staff given experience and training in O. & M. work under the direction of the Commission's O. & M. Division. This demand has been partly met by having selected departmental staff attached to O. & M. staff during surveys.

Emphasis has also been placed on creating a specialized information centre on administrative practices generally, and on mechanical applications in particular. The assistance and co-operation of this service has also been solicited by similar agencies in other governments, and by the International Institute of Administrative Sciences and UNESCO.

ACKNOWLEDGMENTS

The work of the Commission was facilitated greatly during the year by the close co-operation of many agencies and persons both within and outside the Public Service. The Commission's thanks are extended to the various Departments and agencies of the Government—and particularly to the Royal Canadian Mounted Police for its help in assessing the suitability of applicants for appointment; to those who acted on examining boards; to lecturers at Commission-sponsored courses and seminars; to university officers and professors; to the organizations of ex-service men; and to the various organizations representative of Civil Servants. The Commission wishes to express also its appreciation of the vital contribution of its own staff during the year.

Charles H. Bland,
Chairman.

Stanley G. Nelson,
Commissioner.

Alexandre J. Boudreau,
Commissioner.

TABLE NO. 1—Number of Permanent and Temporary Appointments in 1952

	Permanent				Temporary			
	Veterans	Male Non-Veterans	Female Non-Veterans	Total	Veterans	Male Non-Veterans	Female Non-Veterans	Total
Agriculture.....	76	116	27	219	104	429	293	826
Air Transport Board.....	2	4	6	3	4	7
Auditor General.....	2	4	4	10	3	4	2	9
Canadian Maritime Commission.....	1	1	2	1	1	2	4
Chief Electoral Officer.....	2	5	3	10	22	5	13	40
Citizenship and Immigration.....	204	47	44	295	92	111	133	336
Civil Service Commission.....	3	4	2	9	6	33	88	127
Defence Production.....	52	178	276	506
External Affairs.....	21	13	38	72	13	69	74	156
Finance.....	77	50	144	271	35	255	594	884
Fisheries.....	7	9	9	25	23	51	34	108
Governor General's Secretary.....	2	2	2	2
House of Commons.....	3	8	1	12	1	1	2
Insurance.....	5	1	6	4	11	8	23
International Joint Commission.....	5	3	8
Justice.....	5	2	5	12	3	10	25	38
Labour.....	11	6	6	23	16	30	53	99
Mines and Technical Surveys.....	43	52	5	100	42	308	78	428
National Defence.....	605	313	260	1,178	1,771	3,203	4,308	9,282
National Health and Welfare.....	43	46	44	133	61	202	318	581
National Revenue (Customs and Excise)	188	80	24	292	215	455	153	823
National Revenue (Taxation).....	156	296	252	704	45	194	1,013	1,252
Post Office.....	751	460	64	1,275	742	2,132	374	3,248
Postmasters.....	52	25	17	94	44	32	33	109
Prime Minister's Office.....	3	2	7
Privy Council.....	1	1	2	7	9
Public Archives.....	4	1	2	7	66	77	155
Public Printing and Stationery.....	1	3	4	315	57	608
Public Works.....	123	72	13	208	236	175	93	319
Resources and Development.....	27	25	6	58	8
Royal Canadian Mounted Police.....	3	3	8	14	3	42	238	292
Secretary of State.....	1	7	6	14	46	91
Senate.....	1	1
Trade and Commerce.....	68	40	35	143	53	155	376	584
Transport.....	53	76	17	146	224	655	340	1,219
Transport Commission.....	1	6	7	13	7	20
Unemployment Insurance Commission.....	89	105	108	302	60	314	727	1,101
Veterans Affairs.....	1,043	23	270	1,336	649	279	1,038	1,966
Total.....	13,667	1,904	1,420	6,991	14,591	9,787	10,893	*25,271

Summary: Permanent..... 6,991
 Temporary..... *25,271

Total..... 32,272

*Including 727 Student and Graduate Assistants for summer employment only.

†Including 503 Veterans entitled to disability preference.

‡Including 504 veterans entitled to disability preference.

The above figures are in addition to 14,329 certificates of reassignment.

TABLE NO. 2—Recapitulation Showing Percentage of Veterans of World Wars I and II Appointed under the Terms of the Veterans' Preference in 1952.

STATUS	MALES			Veteran % of Male Appoint- ments	FEMALES			Veteran % of All Appoint- ments
	Veterans	Non-Veterans	Total		Veterans	Non-Veterans	Total	
Permanent.....	3,506	1,904	5,410	64.8	161	1,420	1,581	52.5
Temporary.....	4,554	9,787	14,341	31.8	37	10,893	10,930	18.2
Total.....	8,060	11,691	19,751	40.8	198	12,313	12,511	25.6

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FORTY-FIFTH ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION
OF CANADA

FOR THE YEAR 1953



EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY
OTTAWA, 1954

Price, 10 cents

Forty-fifth Annual Report
of the
Civil Service Commission
of Canada

for the year 1953



EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
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OTTAWA, 1954

*To His Excellency The Right Honourable Vincent Massey, C.H., Governor
General and Commander-in-Chief of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1953.

Respectfully submitted,

J. W. PICKERSGILL,
Secretary of State.

OTTAWA, April, 1954.

OTTAWA, April, 1954.

HONOURABLE J. W. PICKERSGILL, M.P.,
Secretary of State of Canada.

SIR,—In conformity with the provisions of subsection 4 of Section 4 of the Civil Service Act (chapter 22, Revised Statutes of 1952), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1953.

I have the honour to be, sir,

Your obedient servant,

CHARLES H. BLAND,
Chairman.

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REPORT OF THE CIVIL SERVICE COMMISSION FOR THE CALENDAR YEAR 1953

INTRODUCTION

In 1953, the Commission was called on to make more than 28,000 appointments to the public service. Most of them were replacements or seasonal appointments and the figure, therefore, does not represent the increase in the number of civil servants. The figure was greater by about 3,000 than the comparable figure for 1952. More than one-third, or slightly over 10,000 of these appointments were for the Department of National Defence.

In September many office employees who had been on the summertime five-day week continued on the year-round, five-day week. Ottawa was among the additional localities included in this extension. Weekly hours of work for office employees were not reduced under the five-day week, which means that their daily hours of work are slightly greater. Towards the end of the year plans were being made, in accordance with Government policy, for the implementation of a five-day, forty-hour week for operating staffs in localities where the practice was prevalent among industrial employers.

A general salary increase was announced in December with an effective date of December 1. The last previous general increase had been in December 1951. Like other salary revisions in recent years, the latest increase was based upon the wage and salary rates being paid by large industrial and commercial employers. The survey of industrial and commercial rates, recommendations for the scale of increase, and the application to the various salary schedules were responsibilities of the Commission.

Recognition of the importance of the planning function in present day personnel administration led to the formation during the year of a Planning and Development Branch within the Commission. The Director of this new Branch has been given the responsibility of studying and reporting upon the Commission's operations in the widest way. He will give attention to means of extending the present recruiting field so that the Commission may attract a larger share of the best qualified persons for all types of positions. Other areas of responsibility include: research, particularly in relation to selection methods; staff training; counselling; public relations, development of career planning; and means of facilitating the movement of administrative personnel between departments.

PERSONNEL SELECTION

Professional and Technical Recruiting

As the result of an intensified recruiting program during 1953, the Commission dealt with over 4,600 applications submitted for continuing and seasonal professional positions in the physical and social science fields. Although this figure represents little change from last year's response to advertised requirements in these fields, it was somewhat better than had been anticipated considering that industrial demands increased and the fact that university registration is still low, particularly in the technical fields.

As in the past, the Commission conducted competitions in fifty or more fields of specialization. These competitions resulted in the appointment of more than 323 candidates to continuing positions while approximately 850 were

assigned to seasonal positions during the spring and summer of 1953. On the whole, the Commission was able to recruit a sufficient number of candidates at the Bachelor's level in agriculture and the social sciences to meet departmental requirements. About two thirds of the total requirements for 1953 were related to engineering and other physical sciences and it was in these fields that the Commission found greatest difficulty in meeting the requirements, particularly in the fields of electronic engineering, architecture, meteorology and certain phases of civil and mechanical engineering.

This situation is the direct result of a national shortage of professional personnel in these classes possessing the type of experience required to meet the needs of all departments and in particular the defence departments. In an effort to meet some of the more urgent demands for professional personnel which could not be met by Canadian arrangements were made to carry out a recruiting program in the United Kingdom during the summer and fall of 1953. This project resulted in the screening of about 2,500 additional applications and the examination of more than 250 candidates. Upon completion of these interviews, 109 candidates were offered employment in the Public Service and to date 61 acceptances have been received. In general, the project was successful and every unit of Government Service for which the Commission was recruiting has been given additional personnel.

The annual review of junior appointees to professional scientific classes which was initiated in 1949, continues to be useful in assisting the Commission to validate its selection techniques as well as to insure that junior personnel were being properly trained, that they were employed at duties for which they were well suited and that they were interested and efficient in their work. Arrangements for transfers and releases were made where considered advisable. The results of this review of probationary service indicated that the selection techniques used in 1952 were reasonably reliable. This was reflected in the fact that the majority of selectees were well qualified for the duties to which they had been assigned.

Again, in 1953, the Commission representatives visited universities and colleges across Canada in connection with recruiting programs. The Commission appreciates the generous assistance of the officers of universities and colleges who cooperated in giving publicity to the requirements of the Federal Service.

The Commission again recruited Foreign Service Officers for the Department of External Affairs and the Department of Trade and Commerce. The calibre of candidate remained at a high standard and the competition for approximately 20 positions was very keen.

The "Administrative Trainee" program of the Commission was continued by the selection of 23 Junior Administrative Officers for assignment to the various departments. It was not possible to meet all demands of the departments for these young university graduates. The Commission also selected from nominees of the departments 12 employees for training in administration. The training is given in conjunction with the training of Junior Administrative Officers. The competition for Junior Administrative Officers and for the course in administration remained at the usual high standard set for this group.

Recruiting in Clerical and Related Classes

While the shortage of stenographers, typists and office appliance operators continued to be fairly wide-spread, the close of 1953 showed a slight improvement in this condition over the preceding year. The number of applicants for clerical positions increased significantly and the supply exceeded the demand in several areas in which there had previously been a real shortage.

The year 1953 marked a major change in the entrance requirements for these classes at the Grade 2A level. With a view to improving the calibre of recruit, high school graduates without experience, who were heretofore ineligible for appointment at the Grade 2A level, were admitted to this grade. This has served to raise the educational level of recruits in these classes and has, it is hoped, provided the Service with a greater number of employees with potential to advance to more responsible positions.

Commission representatives participated in an increased number of vocational training programs sponsored by high schools and several thousand graduating students were thus acquainted with openings in the Civil Service. To assist in this work, a revised booklet describing such opportunities was published for high school distribution.

Test Development

New examination trends resulted in an increase in the number of written papers produced during the past year. This increase was in part due to the wider use of written papers for promotion purposes. Papers continued to be objective and multiple-choice in form. Statistical studies of papers and items served to further improve the standard achieved in the previous year. Considerable attention was given to the length of tests with a view to the production of tests which would be easier to administer but would show no significant loss in reliability and validity.

District Offices

The volume of work in the Commission's District Offices again increased in 1953—to a total of 24,703 assignments and reassignments. Almost half of these were for the Department of National Defence. The steady increase in the activity of the District Offices is reflected in the fact that the 1953 total of assignments was more than double that of 1950.

There has been a progressive increase in the responsibilities entrusted to the District Offices. The advantages of decentralization of the examination and appointment function, including promotions and appeal boards, are becoming increasingly evident.

CLASSIFICATION, COMPENSATION, ORGANIZATION AND METHODS

The Organization and Classification Branch of the Commission reviews all departmental requests for additional positions to determine whether the proposed positions are necessary and whether the proposed classifications and rates of pay are correct. During the year 1953, requests were received for 22,062 new positions—a decrease of 234 from the previous year. Approval was withheld on 515 positions, and 275 others were approved with modification in classification or compensation. The above figures give some indication of the volume of work with respect to the examination of requests received for new positions, but do not necessarily reflect the change in the number of civil servants employed during the year, as many of the new positions approved were offset by other positions that were abolished.

Classification

Requests for changes in classification of positions totalled 6,241—a slight increase over the previous year's figure. Most of these requests concerned positions which were already filled. Changes in classification are normally recommended only where there have been substantial changes of a continuing nature in the duties and responsibilities of the positions concerned. In cases where the

additional duties and responsibilities have been assumed for temporary periods only, additional remuneration is granted under certain conditions in the form of "terminable allowances". Last year, there were 596 terminable allowances approved.

The Organization and Classification Officers of the Commission concentrated their efforts on the review of complete establishments and the carrying out of "unit surveys", during the course of which the need for and the classification of each position in a particular branch or division of a Department are examined. In most cases, this involves the interviewing of every employee in the unit concerned at his or her work. In 1953, 110 unit surveys were conducted, covering 6,189 positions. In addition to these surveys, 716 establishments were authorized for various units of Departments. These establishments embraced 25,153 positions, the great majority of which had already been authorized in other forms. An authorized establishment is, in effect, a list showing the maximum number of positions and maximum classifications considered appropriate to the volume of work in the unit concerned and to the duties and responsibilities of the staff needed to carry out the work.

The surveys of all photographic establishments and all libraries within the Service, which had been started during the previous calendar year, were completed in 1953, and as a result, new classification plans for photographic and librarian occupations will be ready for use very shortly.

Similar surveys were initiated during the year of establishments staffed by medical and legal officers.

Work Standards

In 1953, there was a decided increase in the study and development of work standards for routine tasks common to many departmental units. These standards are used as guides in determining the number of positions required and the proper workloads for individual employees in such functional units as personnel offices, central records, duplicating and mechanical tabulation units.

Compensation

The study of trends in wage and salary rates in commerce and private industry in Canada, as well as cost of living, was continued during 1953. This study served as a basis for recommended adjustments in salary schedules, most of them relative to the general salary revision effective December 1, 1953. The study covered all private firms in Canada employing 500 workers or more and provided the Commission with factual information relating to approximately 125 occupations.

Five-Day Week

In co-operation with the Department of Labour, the Commission made a comprehensive study of the prevalence of the five-day forty-hour work week in various localities. This information has been required in connection with the policy of extending the five-day week to civil servants wherever this is found to be the prevailing practice in a particular area of the country.

Organization and Methods Service

This service consists of providing advice and assistance to departments on the improvement of administrative practices on the request of the departments concerned. The nature of the work done ranges from detailed surveys of organization, procedures and work methods to replies to day-to-day enquiries on particular operational problems.

During 1953, there was a continued effort to raise the quality of the work done, which resulted in a marked increase in the immediate acceptability of proposals made to Departments and in the number of requests for the service. It was estimated that dollar savings resulting from recommendations that were implemented immediately were four times greater than in the previous year.

The service was used during the year by one or more divisions of 20 Government departments and agencies. Courtesy service has been requested by and given to various international organizations and agencies of other Governments, including the International Civil Aviation Organization and the Government of Pakistan.

Some of the experience gained by the Commission in Organization and Methods work is being set out in manuals as time permits. These manuals will eventually be prepared for distribution to all administrative officers as guides for the improvement of practices. Three manuals are in final stages of production: (1) Office Layout, (2) Filing, and (3) Forms Design.

APPEALS

Appeals Arising out of Promotional Competitions

During the year 720 appeals against rating or standing for promotion were heard by Appeal Boards. This number included 621 appeals filed in 386 competitions initiated in 1953 and 99 appeals in 56 competitions initiated in 1952.

Of the 720 appeals, 49 were sustained, 483 were disallowed, 34 were withdrawn, 52 were disposed of by other means, and 102 were carried over pending further investigation and hearing.

Many other protests and complaints were investigated and cleared by correspondence without the need for submission to formal boards.

Close liaison was maintained throughout the year with all departments and staff organizations and corrective action was taken in all cases where the investigation of appeals revealed faulty practices or procedures or unsatisfactory administrative conditions or staff relations.

Increasing demands were made on the Commission's Appeals Office by departmental officials, staff organizations and civil servants generally for consultation, information or assistance. This service has been extended whenever requested and has resulted in the satisfactory settlement of many problems which might otherwise have led to formal appeals.

Appeals Against Denial of Annual Salary Increases

In 1953, twenty-four departments reported 1,528 denials of annual salary increases as compared to 1,517 in 1952, 1,940 in 1951 and 1,987 in 1950. Sixteen other departments and boards operating under the Civil Service Act reported no denials of annual salary increase during 1953.

Twenty-three appeals against denial of salary increase by reason of unsatisfactory efficiency reports were heard by formal appeal boards during the year. Of these, six were sustained, nine were disallowed, two were withdrawn, one was disposed of by other means and five, received at the end of the year, were carried over for further investigation and hearing.

A careful examination has been made of all unsatisfactory efficiency reports. In a number of cases where the efficiency reports indicated faulty placement and need for adjustment, transfers or reassignments were effected to positions more in line with the qualifications of the individuals concerned.

PLANNING AND DEVELOPMENT

Some progress has been made by the new Planning and Development Branch in a study of the best means of filling senior positions in the civil service and the training of senior officers. This is in line with the attention given to this aspect of personnel administration by industrial firms. A report is being prepared which will include a summary of the methods used in industry, the traditional methods used by the civil service and recommendations on how potential senior officers might be selected, trained, rotated, and advanced. These studies are made with the full co-operation of senior departmental officers.

Further studies have been initiated on the most effective methods of selection used in both open competitions and promotion competitions. These are particularly significant because recruiting for the civil service continues to be difficult. The qualities necessary in good supervisors and administrators are also receiving attention.

The Commission recognizes the importance of an information program designed to keep the vocational opportunities of the service before the public and to keep civil servants themselves aware of promotional channels and opportunities. Recruiting becomes a repetitive process unless employees are well informed and reasonably satisfied. More attention is being given to building up the morale of the civil service through information media. By feature articles, news items, radio and films, the service will, it is hoped, become better known to young people who are shaping their careers. The Commission is seeking also to further strengthen its relations with universities and colleges so that this source of recruits for professional positions may be more effective.

The merit system must properly be maintained but the methods of giving it effect should be shortened so that employees can be brought on the job more quickly, and promotions can be made by competitive procedures that will produce decisions more speedily. The new Branch will attempt to give leadership in methods of personnel management and public administration. A course in Government Administration is being planned—to correspond somewhat to senior staff courses in other countries—in which Government officers will meet under the direction of leading authorities in various fields.

Research

Among the personnel research projects completed in 1953 were studies of:

1. *Separations from the Public Services.*—A steady improvement has been maintained in reporting causes of separations from the Service. The proportion of unspecified causes of separations reported by departments has fallen from approximately 65 per cent in 1948 to approximately 30 per cent by 1953. Gross turnover rates in the Canadian Civil Service, though slightly higher than those for 1952, compared very favourably with those for business and industry and with those in other federal civil services.

2. *An Analysis of Careers of Public Service Employees who Have Taken Educational Leave with Half Pay.*—The normal period of leave was for one academic year. Recognition of the increased usefulness to departments of these employees has been shown by their accelerated advancement. Of the employees granted educational leave 94 per cent have remained with the Service.

3. *Study of Open and Promotion Competitions.*—From this study an indication of the normal times for all phases of open competitions was obtained. A similar study is being made on promotion competitions. This information will, it is expected, be useful in planning competitions and as a background against which Selection Officers can evaluate the progress of their competitions. As an

indication of the extent of this study, there were 1,592 open competitions conducted by headquarters and 1,583 at District Offices. There were also 4,233 promotion competitions.

Continuous attention was devoted throughout the year to the improvement of present selection methods. The interview phase of the selection process was especially studied during the year. Validation studies were made at intervals to determine the effectiveness of selection methods.

Counselling

In 1953 the Commission continued to give direction and guidance to programs on employee counselling but focused on the consolidation of the work already organized and the study of some special fields of counselling.

The Interdepartmental Committee on Employee Counselling comprised of those who had attended the Commission's courses in counselling and were engaged, full-time or part-time in this work, continued to function as a study group for self-improvement. Its activities took the form of forum discussions, individual lectures and analysis of methods used.

Even the limited application of Civil Service counselling to date encourages the Commission to stress the importance of sound human relations as an aid to solving the complex problems found in work situations today.

Staff Training

All phases of the staff training program were continued during 1953. Departments took full advantage of Commission-sponsored courses, both at Ottawa and outside centres. During the latter part of the year a Supervisor of District Training was appointed, and advisory committees were set up in several localities. Each committee is composed of senior officers of government departments in a large urban centre who have undertaken to determine their common needs and with the assistance of the Commission, to organize training facilities.

At Ottawa the training program for administrative trainees and junior officers was expanded by the addition of special seminars and group projects related to selected case studies.

Other regular training programs carried out over the year included:

1. A course for staffs of the various departmental personnel offices.
2. Full training courses and special refresher courses for stenographers and typists.
3. A correspondence course on the principles of office management.
4. Qualifying courses for departmental officers who were to be given responsibility for the training of supervisors within departments.
5. A full training course for student draftsmen. As with some of the other courses given, the need for this course was posed by a shortage of qualified draftsmen. Basic instruction in mechanical, electrical and architectural drafting was given to one group and another was given instruction in the theory and practice of map drafting.

Assistance was again given to the Technical Co-operation Service of the Department of Trade and Commerce in arranging programs of study for civil servants of other nations. These civil servants had come to Canada under the United Nations Technical Assistance Program or the Colombo Plan to learn something of the organization, policies, and administrative procedures of particular government agencies.

ACKNOWLEDGMENTS

The Commission's thanks are again extended to the many persons and organizations who have given valuable assistance and support during the year:— to the various Departments and agencies of the Government—and particularly to the Royal Canadian Mounted Police for its help in assessing the suitability of applicants for appointment; to those who acted on examining boards; to lecturers at Commission-sponsored courses and seminars; to university officers and professors; to the organizations of ex-service men; to the various organizations representative of Civil Servants; and to the National Joint Council of the Public Service. Finally, the Commission's administration of the Civil Service Act over the year was dependent in large measure on the contribution of its own staff.

Charles H. Bland,
Chairman.

Stanley G. Nelson,
Commissioner.

Alexandre J. Boudreau,
Commissioner.

TABLE NO. 1—Number of Permanent and Temporary Appointments in 1953

	Permanent				Temporary			
	Veterans	Male Non-Veterans	Female Non-Veterans	Total	Veterans	Male Non-Veterans	Female Non-Veterans	Total
Agriculture.....	74	138	37	249	75	465	295	835
Air Transport Board.....	1	1		2	1	2	6	9
Auditor General.....		2		2		2	1	3
Canadian Maritime Commission.....						1	2	3
Chief Electoral Officer.....						11	32	43
Citizenship and Immigration.....	71	39	9	119	87	128	163	378
Civil Service Commission.....	6	14	27	47	2	32	99	133
Defence Production.....					19	136	176	331
External Affairs.....	4	4	21	29	9	61	119	189
Finance.....	54	54	102	210	31	216	553	800
Fisheries.....	3	37	7	47	19	60	50	129
Governor General's Secretary.....							5	5
House of Commons.....	1	3	2	6				
Insurance.....		1	3	4		8	9	17
International Joint Commission.....						3	4	7
Justice.....	8	6	4	18	7	21	23	51
Labour.....	3	4	5	12	8	45	60	113
Library of Parliament.....	1			1				
Mines and Technical Surveys.....	60	155	9	224	57	556	101	714
National Defence.....	139	76	73	288	1,912	3,898	4,550	10,360
National Health and Welfare.....	60	75	61	196	68	234	348	650
National Revenue (Customs and Excise).....	135	84	31	250	198	529	172	899
National Revenue (Taxation).....	18	2	6	26	88	382	1,534	2,004
Post Office.....	554	491	69	1,114	861	2,318	506	3,685
Postmasters.....	43	34	23	100	35	37	46	118
Prime Minister's Office.....								
Privy Council.....	1	1		2				
Public Archives.....					2	5	11	17
Public Printing and Stationery.....	7	11		18	14	82	66	162
Public Works.....	59	23	5	87	266	388	71	725
Resources and Development.....	19	20	6	45	40	241	98	379
Royal Canadian Mounted Police.....	8	10	5	23	6	36	226	268
Secretary of State.....	1	11	14	26	3	42	55	100
Senate.....						1		1
Trade and Commerce.....	75	36	17	128	37	142	201	380
Transport.....	168	174	26	368	181	897	330	1,408
Transport Commission.....		4	1	5		8	14	22
Unemployment Insurance Commission.....	83	73	95	251	66	393	837	1,296
Veterans Affairs.....	298	18	113	429	635	387	1,062	2,084
Total.....	†1,954	1,601	771	4,326	†4,728	11,771	11,834	*28,333
Summary: Permanent.....								4,326
Temporary.....								*28,333
Total.....								32,659

NOTES:

- * Including 844 student and graduate assistants for summer employment only.
 † Including 351 Veterans entitled to disability preference (3 are war widows).
 ‡ Including 499 Veterans entitled to disability preference (6 are war widows).
 The above figures are in addition to 18,332 certificates of reassignment.

TABLE NO. 2—Recapitulation showing Percentage of Veterans of World Wars I and II Appointed under the Terms of the Veteran's Preference in 1953.

Status	MALES			Veteran % of Male Appoint- ments	FEMALES			Veteran % of All Appoint- ments
	Veterans	Non-Veterans	Total		Veterans	Non-Veterans	Total	
Permanent.....	1,912	1,601	3,513	54.4	42	771	813	45.2
Temporary.....	4,693	11,771	16,464	28.5	35	11,834	11,869	16.7
Total.....	6,605	13,372	19,977	33.1	77	12,605	12,682	20.4

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FORTY-SIXTH ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION
OF CANADA

FOR THE YEAR 1954



EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY
OTTAWA, 1955

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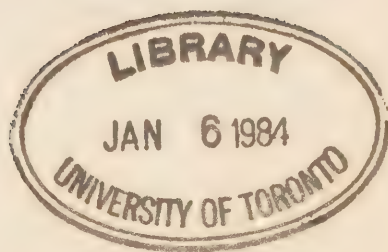
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EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
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*To His Excellency The Right Honourable Vincent Massey, C.H., Governor
General and Commander-in-Chief of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1954.

Respectfully submitted,

ROCH PINARD,
Secretary of State.

OTTAWA, April, 1955.

OTTAWA, APRIL, 1955.

HONOURABLE ROCH PINARD, M.P.,
Secretary of State of Canada.

SIR,—In conformity with the provisions of subsection 4 of Section 4 of the Civil Service Act (chapter 48, Revised Statutes of 1952), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1954.

I have the honour to be, sir,

Your obedient servant,

CHARLES H. BLAND,
Chairman.

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REPORT OF THE CIVIL SERVICE COMMISSION FOR THE CALENDAR YEAR 1954

HIGHLIGHTS

Although total appointments made by the Commission during 1954 were slightly fewer than in 1953 (25,755 as compared with 28,639), the overall volume of personnel transactions represented a distinct increase. The general tightening of the labour market during the year was reflected in greatly increased numbers of applicants in most competitions and similarly in the number of general inquiries about Civil Service employment. The great majority of the appointments made were replacements or for short periods of employment.

One of the factors contributing towards an increase in the number of competitions was the implementation early in the year of the five-day week for the "operating services" in localities where the practice was prevalent among other employers. Since the five-day week for operating staffs involved a reduction in total weekly hours (in most cases from 44 to 40 hours weekly) it required the recruiting of additional personnel to maintain the same level of service.

The introduction of departmental establishment review committees was an important development during the year. Each departmental committee, which included representation from the department concerned, the Treasury Board Staff and the Commission, had the task of forecasting and screening personnel requirements for the ensuing fiscal year. The task was carried out as a control measure in conjunction with the preparation of departmental estimates.

For the first time the Commission organized staff courses for senior and intermediate officers of the various departments. The course for senior officers was given in a four-week period at the Agricultural College in Kemptville; the intermediate officers' course, given at the Civil Defence College in Arnprior, was of two weeks' duration. Each course accommodated approximately thirty officers.

PERSONNEL SELECTION

Professional and Technical Classes

As in previous years, the majority of professional personnel required for Departments has been recruited from among university students graduating in 1954. In most instances in which post-graduate experience is required, the demands were for personnel specializing in the physical sciences. The total number of candidates considered for assignment to positions in the physical and social science classes, including seasonal and continuing positions, was about 6,500. This represents an increase of approximately thirty per cent over the number considered in 1953.

This increase in interest shown by candidates did not, however, apply to all of the more than fifty classes for which competitions were held. Applications from students in agricultural science were less numerous, while the number appointed was greater this year than in 1953. Again, the number of candidates for appointments to social science classes was about the same as in 1953, while

departmental demand was appreciably reduced this year. Finally, the number of candidates for appointment to physical science positions was about ninety per cent higher, while the number of assignments to Departments was about fifty per cent higher than in 1953.

In all, over 1,000 students were appointed to seasonal work as compared with about 850 in 1953. This did not represent an increased requirement but rather reflected a greater availability of students in the physical sciences. About 425 were appointed to continuing positions, that is, twenty-five per cent more than in 1953. Here again, the increase in the number of appointments reflects an improvement in availability rather than an increase in demand.

The selection programme for engineering staff, carried out in the United Kingdom at the end of 1953 as the result of a shortage of qualified Canadian applicants, brought nearly 100 experienced men to the Federal Civil Service early in 1954. This programme provided considerable relief to hard-pressed Defence establishments, particularly those concerned with communications equipment. There were, of course, several instances in which individual assignments had to be adjusted, but generally the engineers selected in the United Kingdom have proven more than satisfactory.

In spite of the special intake from the United Kingdom, departmental needs for experienced engineering and research staff could not be met in full in 1954. The greatest difficulty was experienced in electronics, mechanical and structural engineering. Much could be gained if it were found possible to consolidate more departmental responsibilities with a view to the most efficient utilization of the professional scientific personnel now available. For example, the many small architectural units in the various Government Departments create some difficulty in retaining imaginative and energetic architectural designers—who would be provided with more challenging problems if these units could be consolidated into one functional establishment. Similar observations apply to other areas of engineering and scientific activity.

Aside from the physical and social science classes, a considerable number of candidates were considered for general classes such as Foreign Service Officers, Administrative Trainees and Finance Officers. The quality of candidates considered was somewhat lower on the average than in 1953 and the interest shown by the public generally in these classes was somewhat less marked. As a result, a vigorous recruiting programme for these classes was launched in the Fall of 1954 in preparation for meeting needs in 1955.

The review of the development of junior professional employees, after from one to two years of service, has continued to single out brighter prospects for development, permit adjustments in assignments with a view to more effective utilization of capabilities, and to provide means for validating selection techniques.

In so far as technical, semi-professional and sub-professional classes were considered, the selections were mainly for the entrance classes for which an adequate number of high school graduates of good quality were available. In filling positions for the experienced technicians, however, some considerable difficulty was met in attracting suitable candidates in the same fields for which there is a national shortage of professional personnel—electronics technicians and other related skilled workers. These were most difficult to recruit.

Recruiting in Clerical and Related Classes

At the close of 1954 there were sufficient clerks and office appliance operators in most centres to meet the demand. The scarcity of typists and stenographers continued and, while the situation improved somewhat in so far as typists were

concerned, the same difficulty was experienced in securing stenographers as in the previous year. To aid in recruitment, continuing competitions (applications for which are accepted at any time) were instituted in certain areas.

In 1954, the policy was adopted of paying appointees in most of the entrance clerical and related classes at various rates in the class range, based upon qualifications. This has enabled the Commission to assign superior recruits at higher salaries than those who meet the minimum requirements.

As in 1953, Commission representatives visited secondary schools and took part in "career day" programmes to inform students of positions offered. A booklet, "Employment Opportunities in the Civil Service," was also distributed among students.

Test Development

The number of written examination papers prepared during 1954 was fifty per cent greater than in the preceding year. In promotion competitions, where large numbers of candidates were involved, written examinations were used extensively. Tests are objective, and statistical studies continue to be conducted when examinations are completed with a view to further improvement in test construction.

District Offices

During the year the District Offices of the Commission conducted a much larger number of examinations for entrance to the Service than in any previous year. As a result, the proportion of appointments made from eligible lists was greatly increased. The actual number of appointments and reassignments was slightly less in 1953 (23,338) than in the previous year (24,703). These figures represent approximately two-thirds of all the appointments and reassignments made by the Commission throughout Canada, including those made to headquarters positions at Ottawa.

To meet increased responsibilities in western Ontario and northern Saskatchewan Sub-Offices were opened at London, and at Saskatoon. It has been necessary also to increase the staffs of other district offices to provide proper service to Departments and the public.

CLASSIFICATION, COMPENSATION, ORGANIZATION AND METHODS

A major function of the Commission is to review departmental requests for new positions and changes in existing positions to determine whether the proposed classifications and rates of pay are correct and whether they and existing positions are required. During 1954 the Commission agreed to the creation or extension of 23,152 positions, a small decrease from last year. 5,488 of these were to provide for casual short-term employment only and 4,971 were requests for the extension of existing positions. Many of the remaining 12,693 existed previously in another form, for example, as positions not subject to the Civil Service Act and still others were offset by positions abolished elsewhere. Only a small proportion of the 23,152 positions mentioned above therefore are net additions to the public service. Of those authorized, 192 were modified in classification or compensation. 533 departmental recommendations were refused.

Classification

Requests for changes in the classification of positions numbered 5,337, a decrease of approximately one-fifth from the previous year. Of the total figure, 254 were refused, 29 modified and 133 were changes in title rather than salary.

208 positions were downgraded. Most of these requests concerned positions which were already filled. Changes in classification are normally recommended only where there have been substantial changes of a continuing nature in the duties and responsibilities of the positions concerned. In cases where the additional duties and responsibilities have been assumed for temporary periods only, additional remuneration may be granted in the form of terminable allowances. In 1954, 465 of these were approved. The figure is down slightly from 1953.

In future years, the number of terminable allowances will decrease and will be supplanted, in part, by a new acting pay procedure. The latter may be used when an employee is doing temporary duty for a significant period in a higher position pending the return of the incumbent or the outcome of a formal competition. Before acting pay will be granted, the person involved will have to satisfy the Commission that he will be a suitable temporary replacement. In effect, the acting pay plan is a refinement of the terminable allowance procedure which will also remain in force, temporarily at least, to cover certain other circumstances.

Establishment Surveys

In conjunction with the preparation of estimates for 1955-56, establishment review committees were introduced for the purpose of examining and reporting on the establishments of all departments, with the exception of the Department of National Defence. Each committee consisted of representatives of the Treasury Board staff, a departmental officer and an Organization and Classification Officer of the Commission, who served as Chairman. The anticipated departmental staff requirements for the year 1955-56 were presented by the departmental representatives and the need for and the classification of each position was ascertained. The purpose of the review was to ensure that the 1955-56 estimates would be an accurate reflection of the staff requirements of each department and would control the establishment for that period.

In addition, the Branch conducted 67 unit studies during the course of which the need for and the classification of each position in a particular branch or division of a department are examined carefully. In effect, they are more detailed reviews than it is possible for the establishment committees mentioned above to undertake in the time at their disposal. They are useful to the establishment committees inasmuch as they frequently concentrate on areas where the establishment committees feel more information or more meaningful work standards are required. Over the years, this accumulated knowledge will make the work of the establishment committees increasingly effective. These special or unit studies covered 4,304 positions.

During the year, special studies on a functional basis were also made of establishments staffed by chemists, office appliance operators, cleaners and helpers and char staff and telephone operators. Their purpose was to establish fair wages, proper work loads and appropriate qualifications and to simplify and improve the classification structure for these positions. Considerable progress was made, too, in the quantitative and qualitative assessments of routine tasks common to many departments—for example, clerical and typing operations and record-keeping. The findings are used as guides in determining staff requirements and work distribution.

Compensation

The study of general economic trends and of wage and salary rates in industry and business was continued. Salary rates were established for senior officials in the public service. The salary schedules of a number of other indi-

vidual classes were also reviewed and adjusted, although it was not found necessary to consider a further general salary revision following that which went into effect December 1, 1953.

Five-Day Week

In accordance with the government's decision to extend the five-day week for civil servants to areas where it is prevalent in industries, the Commission studied employment practices across the country. Only about ten percent of the total classified service now work in areas where the five-day week has not yet been approved.

The change-over to the five-day week has necessitated changes in the Civil Service Regulations which pertain to overtime. This matter has been given careful study and proposed amendments submitted to the Treasury Board.

Organization and Methods Service

The purpose of this service is to provide skilled operative and methods advice and assistance for those departments which request it. The work ranges all the way from informal assistance given over the telephone on specific problems to comprehensive surveys of an entire branch or department. Aspects include organization, production, planning and control, filing and records, forms design, mechanization, layout; and accounting, purchasing, inventory and stores systems.

During 1954, the number of requests for casual advisory service almost doubled and there was also a significant increase in the number of detailed projects. Nearly ninety percent of all recommendations were implemented. The Service was used by one or more divisions of thirty government departments and agencies, as compared to twenty in 1953. Courtesy service was also extended on request to various international organizations and agencies of other governments.

As time permits, the experience gained in organization and methods work is consolidated in manuals. These manuals are distributed as guides to the improvement of administrative practices. Manuals on office layout and photographic duplicating equipment were issued in 1954 and two others on filing and forms design are nearing completion.

APPEALS

Appeals Arising out of Promotional Competitions

During the calendar year 1954, 513 appeals against rating or standing for promotion were heard by formal Appeal Boards. Of the 513 appeals, 14 were sustained, 338 were disallowed, 39 were withdrawn in the course of hearing, 26 were settled by other adjustments and 96 were carried forward pending further investigation and hearing.

Numerous other questions arising from competitions were investigated and cleared by correspondence with appellants without the need for submission to formal boards.

Improvement was noted in the operation of rating boards generally throughout the service, with evidence of better planned rating programmes and greater care in assessment and rating. However, there is still a continuing need for special training in the application of examination techniques.

New and amended regulations, covering appeals, together with procedures incidental thereto, were promulgated to all departments in January 1954 and good cooperation has been given in their application.

Close liaison was maintained throughout the year with all departments and civil service organizations and corrective action was taken in all cases where the investigation of appeals revealed faulty procedures or unsatisfactory administrative conditions or staff relations.

Information concerning Canadian civil service appeal rights and practices was transmitted by correspondence and verbally to government officials of various other countries and civil service jurisdictions. Useful information was also secured from these officials regarding practices followed in their services.

Appeals Against Denial of Annual Salary Increases

In 1954, nineteen departments reported 1,343 denials of annual salary increase as compared to 1,528 in 1953 and 1,517 in 1952. Twenty other departments and boards operating under the Civil Service Act reported no denials of annual salary increase during the year.

Thirty-nine appeals against denial of salary increase were investigated and heard by appeal boards. Of these eleven appeals were sustained and the increase restored, ten were disallowed, four were withdrawn, seven were adjusted by transfer or other means and seven, received at the end of the year were carried forward for further investigation and hearing.

PLANNING AND DEVELOPMENT

As a result of studies made in 1953 in the senior officer classes, staff courses were established for a group of intermediate and senior administrative officers from the Ottawa area who were selected by their respective departments. The intermediate course, lasting two weeks, was held at the Civil Defence College in Arnprior while the course for senior officers, which was carried on for four weeks, was conducted at the Agricultural College in Kemptville. About sixty attended, approximately thirty in each group.

The officers chosen were given training in the examination of the economic and social forces which have shaped the Canadian process of government and which have influenced the administrative system. They reviewed the fundamental principles of administration and discussed their application in the work of government agencies. They scanned the overall structure of the federal government and carefully studied problems of typical branches. Special attention was directed to the need for financial controls, the improvement of methods and executive development. Lectures were given by parliamentarians, university professors, deputy ministers and leaders of industry and business.

During the year, a study was made of promotion procedures, turnover and probation as an aspect of selection. In all these areas, the Commission is working closely with the departments. The purpose is to ascertain how promotion procedures can be improved and how turnover of employees can be reduced.

Recruiting

In 1954 the Commission gave a good deal of thought to the best methods of interesting outstanding professional and administrative personnel in the possibilities of the Public Service.

One of the main tasks was to overcome so far as circumstances permitted, the shortages which existed in a number of professional fields, notably for commerce graduates and students in accounting and for various types of engineers and physical scientists. Indications are, however, that these needs will not be fully met until about 1960 when, it is expected, supply will approximate demand.

It is also difficult to recruit an adequate number of well trained stenographers, typists and office appliance operators. This problem has been ameliorated by training and refresher courses and by meeting salary competition for employees with good experience and superior education.

In certain classes high school graduation may now be accepted in lieu of a year or two of work experience. This practice makes it possible to engage bright young men and women just out of school who might otherwise move into other fields of endeavour.

As has been its custom for some years, the Commission again sent recruiting teams to Canadian universities. They were successful in attracting a number of good recruits to the public service. It was found that there is growing interest on the part of faculty members in the advantages of public service employment for their students.

Another problem is the recruitment of well qualified people for senior posts. Ordinarily these are filled by promotion from within the service but sometimes it is necessary to go outside and in such cases the Commission has found some difficulty. The fringe benefits to be found in the public service are not always sufficient inducement to counterbalance the limited scope for eventual high salaries, the cost of rehabilitating a family or the disruption of an established way of life which attends a move to Ottawa or some other centre.

The same is true, in lesser measure, of the intermediate levels. Apart from those in university it is true to say that, by and large, the better prospects are now employed and not actively seeking a change and therefore it will be necessary to create a direct avenue of approach, class by class, for professional and administrative personnel at both the intermediate and senior levels. Concomitant with this, an effort will be made to acquaint the public, particularly in areas remote from Ottawa, with the work of the Service and thereby stimulate interest in Civil Service employment.

Research

Various research projects were undertaken during the year. Among these were studies of open and promotion competitions, the effectiveness of certain training courses, the career opportunities in various fields and the effectiveness of the program for the selection, training and development of supervisors and administrators.

It was also found possible to shorten the length of examinations for university candidates in seven entrance classes without any loss in effectiveness.

An intensive study of standards for most entrance classes was commenced. This will be continued with the objective of developing for each class a combined set of standards for classification, qualification, recruitment and examination.

Counselling

The Commission continued to promote the development of employee counselling within the departments, notably at Ottawa. It also sponsored a refresher course to help those who had taken previous courses and were engaged in counselling work on a part-time or full-time basis.

To assist in the co-ordination and development of the overall programme a counsellor consultant was added to the staff of the Commission. The inter-departmental committee on employee counselling met six times during the year.

In recognition of the fact that several departments now have members of their personnel divisions performing counselling duties, a manual on counselling is being prepared.

Staff Training

A considerable expansion in the training programme was effected. Apart from the initiation of the two courses for intermediate and senior officers, which are described elsewhere, there was a complete revision of the training programme for Junior Administrative Officers and Administrative Trainees which has been conducted annually since 1948. Purpose of the change was to allow trainees to gain greater experience in the practical application of principles to typical administrative problems and situations.

The seventeen district training committees which were established in 1953 continued to function efficiently and completed a variety of training projects. The Commission provided material and guidance. A district staff training representative was appointed at Montreal to co-ordinate activities in that area.

A new course on Work Simplification has been prepared in collaboration with the Staff Training Division of the Post Office Department. Plans were also made for a training programme for Stationary Engineers.

In co-operation with functional groups, short intensive courses were conducted for senior officers in Records Management and Purchasing and Procurement.

Regular courses at Ottawa included: a full training course for 100 stenographers; refresher courses for 200 stenographers and 500 typists; two qualifying courses for departmental officers appointed to staff training positions within departments; two courses for supervisors of stenographic and typing pools; a correspondence course on the principles of office management and a six-months' course in general and map drafting. The latter was arranged to alleviate a shortage of young draftsmen.

Assistance was again afforded to civil servants from foreign countries who came to Canada under the sponsorship of the United Nations Technical Assistance Programme, or the Colombo Plan, to study the organization and administration of the Canadian Public Service.

ACKNOWLEDGMENTS

As in the past, the Commission received valuable assistance and co-operation during the year from the various Departments and agencies of the Government; persons acting on selection boards; lecturers at training courses and seminars; university officers and professors; organizations of ex-service men; staff-side organizations; and the National Joint Council of the Public Service. The Commission extends its thanks to these persons and organizations—and to the members of its own staff for their effective support over the year.

Charles H. Bland,
Chairman.

Stanley G. Nelson,
Commissioner.

Alexandre J. Boudreau,
Commissioner.

Number of Permanent and Temporary Appointments in 1954

Department	Permanent				Temporary			
	Veterans	Male Non-Veterans	Female Non-Veterans	Total	Veterans	Male Non-Veterans	Female Non-Veterans	Total
Agriculture.....	23	34	5	62	74	524	261	859
Air Transport Board.....		1		1		1	2	3
Auditor General.....	2	1		3		8		8
Board of Transport Commissioners.....	1	4	6	11	1	7	8	16
Canadian Maritime Commission.....							3	3
Chief Electoral Office.....								
Citizenship and Immigration.....	4	2	1	7	103	137	124	364
Civil Service Commission.....	2	6	2	10	5	24	111	140
Defence Production.....					4	78	128	210
External Affairs.....	6	3	11	20	7	57	108	172
Finance.....	10	11	43	64	31	240	507	778
Fisheries.....		1		1	10	57	44	111
Governor General's Secretary.....							2	2
House of Commons.....	7	9		16				
Insurance.....	5	9		14		11	3	14
International Joint Commission.....						4		4
Justice.....	1			1	2	16	38	56
Labour.....		1		1	6	29	54	89
Library of Parliament.....							1	2
Mines and Technical Surveys.....	8	26	1	35	24	519	84	627
National Defence.....	6	6		12	1,446	3,035	3,879	8,360
National Health and Welfare.....	7	13	10	30	67	241	293	601
National Revenue (Customs and Excise).....	250	333	64	647	253	657	149	1,059
Taxation Division.....	113	288	540	941	101	494	1,856	2,451
Post Office.....	109	217	27	353	1,102	2,253	562	3,917
Postmasters.....	20	20	12	52	20	30	33	83
Prime Minister's Office.....							2	2
Privy Council.....	1		2	3		10	1	11
Public Archives.....		1	2	3		3	5	8
Public Printing and Stationery.....	2			2	13	82	67	162
Public Works.....	7	6	3	16	250	398	65	713
Northern Affairs and National Resources.....	20	25	6	51	26	253	94	373
R.C.M.P.....	2	1	6	9	5	41	192	238
Secretary of State.....	4	13	2	19	4	54	46	104
Senate.....		1		1				
Trade and Commerce.....	28	38	26	92	43	157	162	362
Transport.....	30	76	3	109	202	828	274	1,304
Unemployment Insurance Commission.....	54	84	137	275	64	289	642	995
Veterans Affairs.....	12	1	10	23	368	275	911	1,554
Total.....	†734	1,231	919	2,884	‡4,231	10,813	10,711	*25,755

Summary: Permanent..... 2,884
 Temporary..... *25,755

Total..... 28,639

NOTES:

* Including 740 student and graduate assistants for summer employment only.

† Including 109 Veterans entitled to disability preference.

‡ Including 450 Veterans entitled to disability preference (6 are War Widows).

The above figures are in addition to 15,408 certificates of reassignment.

Recapitulation showing Percentage of Veterans of World Wars I and II Appointed under the Terms of the Veteran's Preference in 1954.

Status	MALES			Veteran % of Male Appointments	FEMALES			Veteran % of All Appointments
	Veterans	Non-Veterans	Total		Veterans	Non-Veterans	Total	
Permanent.....	728	1,231	1,959	37.1	6	919	925	25.5
Temporary.....	4,200	10,813	15,013	28.0	31	10,711	10,742	16.4
Total.....	4,928	12,044	16,972	29.0	37	11,630	11,667	17.3

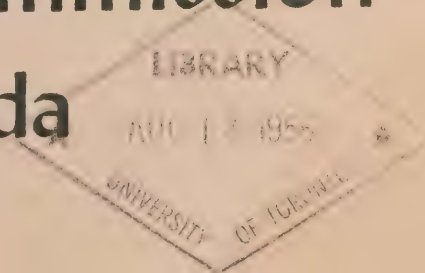
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CANADA CIVIL SERVICE COMMISSION



[475]
Civil Service Commission
of Canada

1955





FORTY-SEVENTH ANNUAL REPORT
OF THE
CIVIL SERVICE COMMISSION
OF CANADA

FOR THE YEAR 1955

EDMOND CLOUTIER, C.M.G., O.A., D.S.P.
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY
OTTAWA, 1956

*To His Excellency The Right Honourable Vincent Massey, C.H.,
Governor General and Commander-in-Chief of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1955.

Respectfully submitted,

ROCH PINARD,

Secretary of State.

OTTAWA, June 1956.

OTTAWA, June 1956.

HONOURABLE ROCH PINARD, M.P.,
Secretary of State of Canada.

SIR,—In conformity with the provisions of subsection 4 of Section 4 of the Civil Service Act (chapter 48, Revised Statutes of 1952), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1955.

I have the honour to be, sir,

Your obedient servant,

STANLEY G. NELSON,
Chairman.

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REPORT OF THE CIVIL SERVICE COMMISSION FOR THE CALENDAR YEAR 1955

THE POST-WAR SERVICE

The ten years since the end of World War II represent for the Commission, as for most departments of government, a period of recovery from the dislocations of the war years and, to a substantial degree, the dislocations of the depression years as well. When war was declared in September, 1939, the Canadian economy was still on its way back from the serious depression of the early thirties. Thus, 1955 and the years ahead represent a period closer to "normalcy" than any time since 1930. It is now time, the Commission thinks, to review progress in the post-war period and to look ahead in an attempt to chart future progress.

The depression years were reflected in government personnel policy by salary reductions and by stringent staff controls affecting departmental establishments and the status of employees. Former salary levels had been restored by 1936 but the staff controls continued in effect. During World War II, under the authority of the War Measures Act, full competitive examinations were largely suspended. Persons were recruited on a temporary basis with the understanding that they would be required to qualify by competitive examination after the war if they wished continuing appointment. Departmental services, some of them already curtailed under the staff control regulations, were further curtailed or drastically realigned to accord with the needs of the war. Salaries were frozen, but there was provision for "war duties supplements"—extra pay for increased responsibilities resulting from the wartime demands.

After the war, the road back to normalcy was a steep and difficult one for many departments. Some had been operating with limited programs and staff since the early thirties. Now attention was urgently directed to the nature of the services required by a nation which had grown in population, in its technical and scientific knowledge, in the nature and extent of its industry, in its stature among the nations of the world.

The problems of the Commission during these post-war years were in some respects the problems of staffing a new Civil Service. It was a period of major pre-occupations, of doing "first things first". The men and women of the armed services had to be given a fair opportunity to qualify for Civil Service employment. Procedures and techniques had to be devised for a return to competitive examinations. Departments needed assistance in carrying out reorganization of their functions and operations. The classification structure of the Service had been thrown out of kilter by the stresses of war-time operations and required urgent attention. Salary levels needed constant attention in a period of rising consumer costs and industrial wage levels.

These tasks were being carried out during a period in which the role of the departmental personnel office was slowly evolving (a large number of Commission officers transferred to departmental personnel offices in this period), in which the availability of many types of personnel was seriously limited, and in which the Commission itself found it difficult to recruit qualified persons in sufficient numbers for its own staff. Additional responsibilities were thrust on

the Commission during this period by the operations in Korea, by Newfoundland's entry into Confederation, and by the need to relocate as far as possible employees being laid off by agencies whose operations came to an end or were undergoing contraction.

Although limited in its ability to carry out basic planning by the preoccupations of the post-war period, the Commission is able to report what it considers significant advances in certain areas. Decentralization of selection work to district offices, a comprehensive program of recruitment for professional personnel, the growth of an Organization and Methods Service and central training services, and the program of establishment control developed in collaboration with the Treasury Board are some of the more significant forward steps.

THE COMPOSITION OF THE SERVICE

There have been considerable changes in the make-up of the Service in the last ten years.

As indicated in figure 1 numbers of classified staff increased from 120,557 in 1946 to 143,150. Over the same period Canada's population grew from 12,292,000 to 15,601,000. On the basis of the above figures the increase in staff was not quite as great proportionately as the population growth. However, the figures for staff are somewhat overstated for the years up to 1952 because of a change in the method of reporting numbers of staff to the Dominion Bureau of Statistics.

Civil Service of Canada
NUMBERS OF STAFF

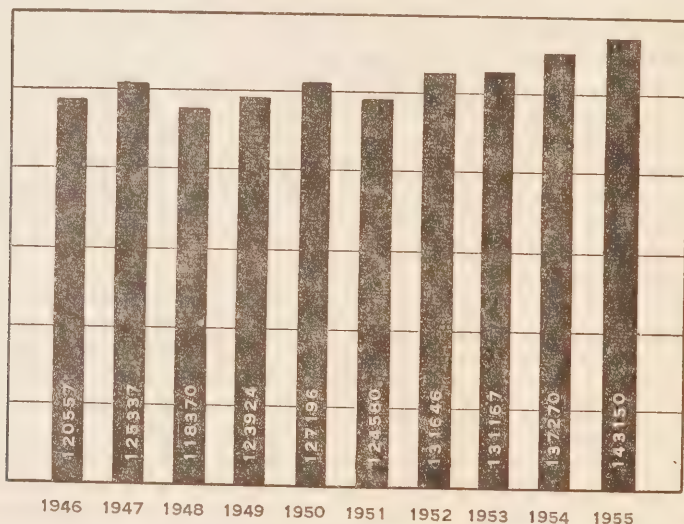
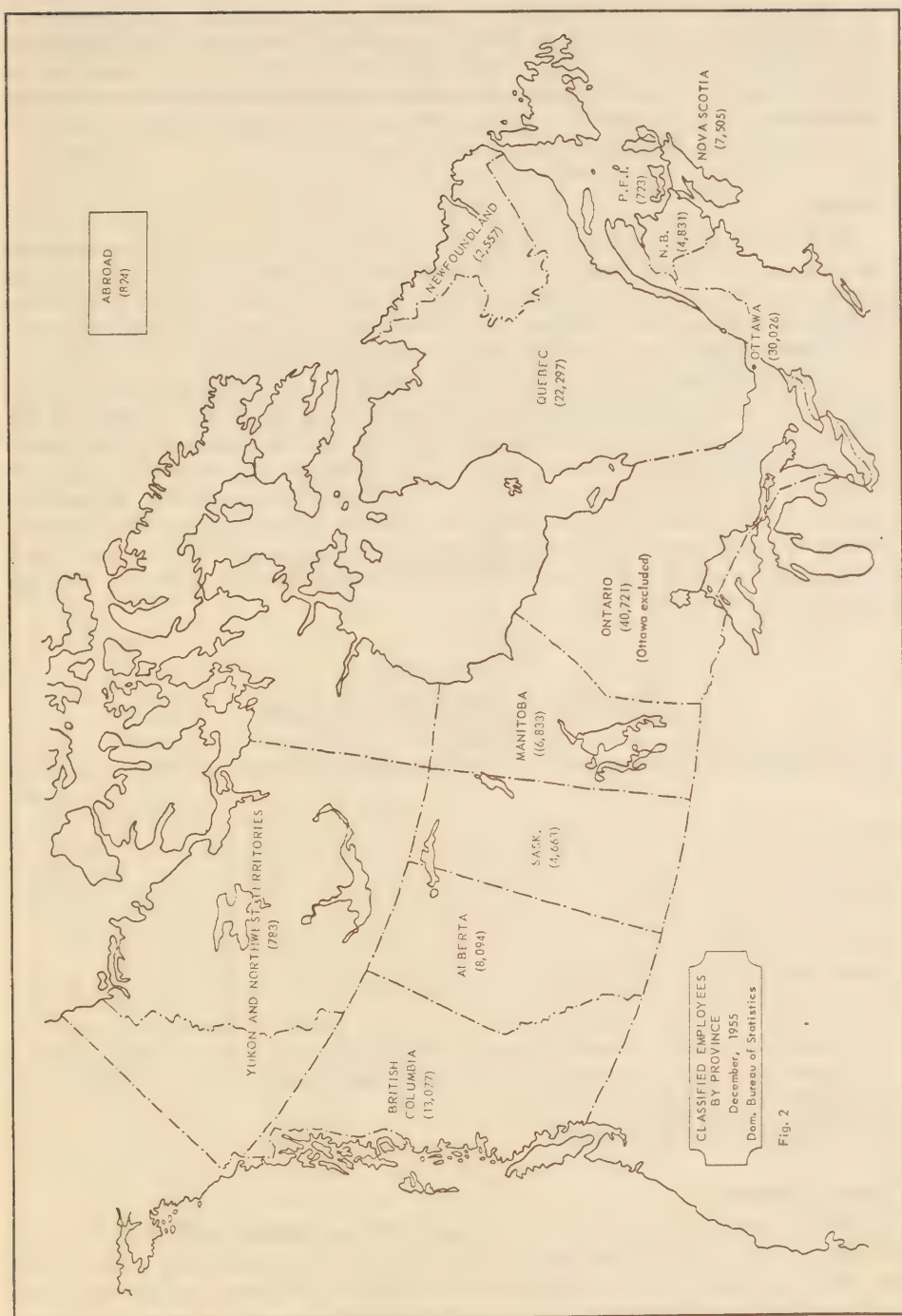


FIG. 1—Civil Service staff employed in Classified Positions in the month of March from 1946 to 1955 inclusive, as reported by the Dominion Bureau of Statistics.

With the accession of Newfoundland, 2,800 Newfoundland employees were transferred to the federal Service. But, perhaps, the most important factor in the growth of the Service during the period was the implementation of the five-day week for various operating staffs. This involved a reduction in the work week from 48 or 44 to 40 and meant a roughly proportionate increase in the numbers of staff required to provide the same level of service.



In 1945 classified staff at Ottawa comprised one-third of the Service. By 1955 the proportion had diminished to slightly over one-fifth. The increase in staff for the most part has taken place in field establishments. Staff at Ottawa is actually less now than it was in 1945. This is accounted for, of course, by the passing of the war-time control agencies rather than by reductions in continuing departments. The number of civil servants employed in each province is shown on the outline map contained in this report (fig. 2).

Turnover

Staff turnover has been a serious personnel problem of employing agencies since the end of World War II. Having studied this problem, the Commission is now convinced that current separation rates, which appear large in comparison with pre-war rates, can be regarded as reasonably normal and stable as long as the Canadian economy continues in its present buoyant state.

Table 1 has been prepared to exhibit this trend in separation rates and to enable comparisons to be made with other employing agencies. A study of the table will reveal that the current separation rate for the Canadian Civil Service is approximately 1 percent per month. This rate is approximately one-sixth of that for all Canadian industry; one-third of that for Canadian finance, insurance and real estate; and one-half that for the United States Civil Service. Though these comparisons are favourable to the Canadian Civil Service, they provide no ground for complacency, and the Commission will continue to attack the problem of reducing turnover.

TABLE 1
COMPARISON OF SEPARATION RATES
1952—1955

	1955	1954	1953	1952
	%	%	%	%
Canadian Civil Service ^a	13.3	13.8	16.09	14.03
All Canadian Industry.....	46.0 ^b	78.0	84.0	87.0
Finance, Insurance, and Real Estate.....	28.0 ^b	39.0	46.0	43.0
United States Civil Service.....	24.4	27.9 ^c	26.4	27.3

^a Rates for Canadian Civil Service do not include seasonal employees, nor student summer employees.

^b Rates for first eight months only.

^c Classified and wage employees.

Veterans' Preference

A high proportion of appointments are still being offered to persons who are entitled to the veterans' preference for war service as provided in the Civil Service Act. Data relating to the operation of the preference in 1955 are given in Appendix A to this report. It will be noted that the appointment of persons with the preference represented 25.7% of male appointments. (The number of women whose war service entitled them to the preference is small.)

Appointment of Married Women

In November 1955, the government removed previous restrictions on the employment and promotion of married women. Before that time they could be appointed only when required to be self-supporting or on a temporary basis when a sufficient number of qualified candidates was not otherwise available.

It is not expected that the new policy will result in any great increase in the number of married women in the Service. For a number of years, the Commission had found it necessary to recruit and retain married women as stenographers, typists, office equipment operators, and clerks. Moreover, married women with young families are not likely to be seeking employment in any numbers.

Employment of the Older Worker

Since 1946 there has been a gradual relaxation of age limits for entrance examinations and a consequent increase in the numbers of appointees in their middle years. While a lower limit has been retained, upper limits formerly set at about 35 years of age have been dropped except for a few training classes and classes of work in which vigorous physical effort is involved.

The results of this relaxation were shown in a special survey made in 1954. In that year twenty percent of all appointees were over 40 years of age and almost ten percent were over 50.

CONDITIONS AND BENEFITS OF SERVICE**Salaries**

Five general adjustments have been applied on Civil Service salary schedules in the post-war decade, and, with this writing, a sixth is in process. These were effective in later months of the years 1947, 1948, 1950, 1951 and 1953. A further general change will be effected from April 1, 1956. The relatively short time periods between the effective dates of these general adjustments, which range from twelve to twenty-eight months, is evidence of the close, continuous check it has been necessary to maintain on wage and salary levels in commerce and industry.

The rapid rise in living cost in the immediate post-war years and the consequent increase in pay throughout industry was the chief reason for the general adjustments made in the years 1947 and 1948. It is interesting to note that during these years, living costs (measured by the Consumer Price Index) rose 19.5 points, equal to the increase for the whole period between 1948 and 1955.

In more recent years, general adjustments have been made in observance of the policy of maintaining Civil Service salary schedules at levels comparable to rates paid by good employers for generally comparable service. As the result of these successive revisions the average annual salary rate for the classified Service has risen from \$1,873 at the close of the year 1946, when the cost of living bonus paid during the war years was incorporated into basic rates of pay, to \$3,108 for the year 1955. The ultimate effect of the general adjustment effective from April 1, 1956, it is estimated, will increase the average annual salary rate of the Public Service to approximately \$3,300, an increase of eighty percent over the average salary rate for the year 1946.

The influence of these general adjustments is shown by the changes in salary schedules for the following classes:

	<u>Elevator Operator</u>	<u>Letter Carrier</u>	<u>Clerk 3</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>
September 1, 1946.....	1344-1704	1644-2124	1704-1944
April 1, 1956.....	2400-2760	2640-3360	2940-3360

Benefits

Extension of the coverage of the superannuation plan and the adoption, under the Public Service Superannuation Act, of a contributory death benefit insurance plan have been important additions to the general benefits of employment in the Service. In the fall of 1951 a five-day week became an absolute recruiting necessity in Toronto and Montreal. It has been gradually extended since then to cover more than 90 percent of the Service in localities where it is the prevailing practice among local employers.

In its leave provisions, the Service is still ahead generally of industrial employers despite the fact that changes have been minor in the past ten years. One of the changes has been the provision of educational leave (without pay in most cases) as an encouragement to employees who wish to improve their educational qualifications. Retiring leave benefits have been extended to temporary employees. Under the retiring leave regulations up to six months retiring leave or an equivalent cash gratuity is available to employees in accordance with the number of years they have served.

It will be necessary to keep comparing the benefits of the Civil Service and outside employment. In the years since the war industrial employers have continually been raising the "ante" in the form of fringe benefits, partly to entice scarce manpower and partly by way of concessions to the unions. No longer are Civil Service benefits clearly more liberal. Profit sharing, or incentive bonus plans, low-cost lunches, employer-contributory insurance plans, and car allowances are some of the benefits available with industrial employers, but not in the Service.

STAFFING THE SERVICE

While there has been a levelling off in the last few years in the volume of appointments made by the Commission, the overall volume of transactions has increased. An indication of the trend in numbers of appointments and competitions is given in table 2. The number of competitions, the Commission considers, is a better index of its activity than the number of appointments. In 1955 the Commission estimates that it dealt with approximately 180,000 applicants for Civil Service employment.

TABLE 2
APPOINTMENTS AND COMPETITIONS
1946—1955

Year	Appointments	Competitions Open to the Public ¹	Promotion Competitions ¹
1946.....	41,745		
1947.....	18,659		
1948.....	18,691		
1949.....	17,248		
1950.....	16,529		
1951.....	23,154	3,191	2,287
1952.....	25,271	3,804	2,389
1953.....	28,333	4,466	3,459
1954.....	25,755	5,219	4,235
1955.....	23,880	6,068	4,388
			4,689

¹ Comparable figures not maintained for earlier years.

In staffing the Service during the early post-war period, the Commission's first concern was to provide urgently required staff for essential departmental operations. Because of the urgency of the need and the vigorous competitive bidding of other employers for available manpower, it was frequently necessary for the Commission to use its authority to make temporary appointments without competitive examination. In most cases where this method was employed previous experience indicated that it would not be possible to establish eligible lists of a sufficient number of qualified candidates to meet the demands of departments. No appointments of this kind were made until the Commission had tested the person's qualifications by written or oral examination. Nor were non-competitive appointments made to the detriment of persons entitled to the veterans' preference.

Nevertheless one of the main goals of the Commission over the past ten years has been a complete return to competitive appointments. Through the co-operation of departments and their increasing ability to plan ahead, the proportion of non-competitive appointments was gradually reduced. For its part, the Commission concentrated its efforts on speeding up its examination procedures and thus shortening the time taken to get successful candidates on the job.

By the end of 1955 almost all departmental needs for staff were being met from eligible lists established as the result of competitive examinations. Moreover, the Commission was finding that its competitions were, generally speaking, attracting good numbers of promising candidates, from which highly competent persons could be selected. The Commission believes that its present recruiting program compares favourably with the programs of the larger industrial employers in Canada.

Contribution of District Offices

The efficient functioning of the Commission's district offices has been an important factor in the attainment of this position. The district offices had been set up during the early years of World War II and their staffs had had little or no acquaintance with the implementation of a system of competitive examinations. New procedures had to be developed and district office staffs fully instructed. The Commission feels a sense of achievement in the fact that the district offices now handle close to seventy-five percent of all assignments, a proportion that corresponds very closely with the proportion of civil servants located outside Ottawa.

In 1955, the point was reached where district offices were authorized to fill local positions up to a stated salary level on the requisition of the local departmental officers. Up until a few years ago such requisitions had to be approved at departmental headquarters and then at Commission headquarters before action was taken to fill the position. The Commission now operates sixteen offices located at principal cities throughout Canada and is thus able to provide service at close range to most departmental agencies. A list of these district offices is given in Appendix B to this report.

University Recruiting

One of the most crucial areas of recruitment in recent years has been that of university graduates to the professional positions in the Service. The quality of the Civil Service twenty and thirty years hence is highly dependent upon the graduate engineers, scientists, and administrative officers now being recruited. Since the war, the Commission has, therefore, devoted a special effort to recruiting at the universities.

It became clear that after the peak university enrolment in 1949 there would be a substantial decline in enrolment for at least five years. The number of young people reaching university age each year was known to be declining. Meanwhile the size of the Canadian work force was increasing, with a resulting increase in general demand for the services of university graduates for technical, administrative, and teaching positions.

The increasing complexity of government activities and the peace-time rehabilitation of scientific and technical work in government departments resulted in an increased need for a certain number of graduates with broad educational backgrounds and for others with specialist training. Finally, an examination of administrative resources revealed the necessity for stepping up the annual intake of administrative and technical assistants who would be potentially capable of filling senior positions as they were vacated by an unusually large proportion of administrative personnel in the upper age brackets.

Civil Service of Canada GRADUATE RESPONSE

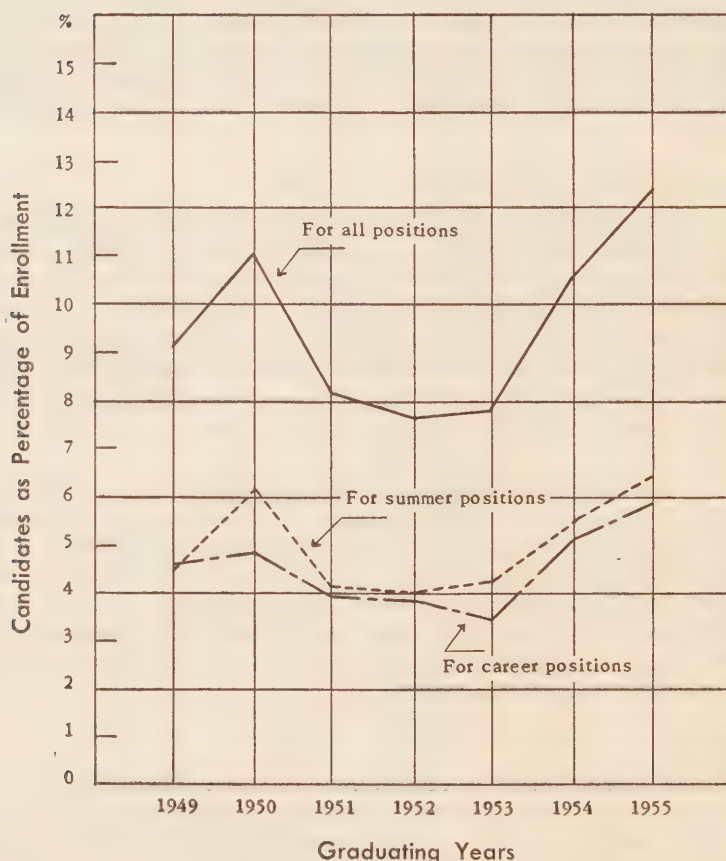


FIG. 3—Number of graduates showing interest in government employment, as percentage of university enrolment in graduating years since 1949.

With these factors in mind, the Commission launched a university recruiting program of modest proportions in 1948. Staff members visited major universities. Simple pamphlets describing work opportunities were distributed among students. Some procedural adjustments were implemented to make it easier for university students to become candidates for appointment. The immediate result appeared to be satisfactory when an appreciable increase in student response was observed. However, by 1951 it was clear that other factors had stimulated industrial demands for graduates and the Commission was able to maintain only a minimum response up to 1953. Figure 3 shows the trend of student interest during the period since 1949. The index used is the ratio of university candidates for Civil Service appointments to total undergraduate enrolment.

The Commission consulted extensively with university authorities, industrial employment agents, and other public service agencies in an effort to determine what action was required to attract a fair share of university graduates to the Service. Meanwhile a backlog of unfilled positions accumulated and departmental officers were, in many instances, seriously handicapped through lack of junior professional and administrative staff.

The Commission concluded that it must compete on equal terms with other employers for university graduates. More elaborate pamphlets and folders were prepared. With the help of several departments, lectures to campus groups were organized on a considerable scale. Advertising in the university press was much increased. Commission recruiting team activity was intensified and extended.

Reference to Figure 3 will show a measure of the results of this further recruiting activity. In 1954 and 1955 the student response increased by 50% over that of the 1951-53 period. However, the past five-year average demand of about 460 graduates and 900 undergraduates (for summer employment) was not met. Assignments averaged about 415 graduates and 830 undergraduates over the same period. Thus the backlog of continuing positions for recent university graduates had grown to nearly 800 at the end of 1955. At the same time the estimated demand for undergraduates is up to 1,400.

Shortages are mainly among students in the physical sciences, commerce, and in general arts for foreign service posts, finance, and general administration—where a high order of maturity and stability is required. Thus the Commission must further intensify its efforts to recruit, particularly in the shortage areas, if it is to obtain on a continuing basis a fair share of good students.

Statistics provided by universities and provincial educators show that the number of high school students reaching university age will increase rapidly from 1956 to 1960. However, the number of graduates available annually will not increase appreciably until 1961, and the full benefit of increased university enrolment will not be felt until 1965.

Obviously continued expansion of the university recruiting program is called for in the years ahead. Salary rates must be adjusted as frequently as necessary to meet the offers of industrial employers. The Service must be made more attractive in terms of well-defined careers for graduates. (The Commission plans to encourage a wider use of undergraduates for summer work as a means of promoting interest in government service—particularly among students in the arts, the humanities, and commerce.) Finally, it is realized that it will be necessary to acquaint students with the possibilities for careers in the Service well before they reach their graduating years. University officers and provincial educators have advised that a general program to familiarize students with the Service should be extended downward to include high school students who may go on to university. Some work was done in this area during 1955. More will be done in 1956 and following years.

Clerks, Typists, Stenographers and Equipment Operators

These classes account for a large proportion of civil servants. In recent years and again in 1955 the shortage of stenographers and typists continued to be fairly widespread, but through vigorous recruiting efforts the Commission was able to fill departmental needs with reasonable success. For some years the Commission has been carrying out a high school recruiting program modelled after its university recruiting program.

The opening up of full Civil Service status to married women during 1955 has helped to overcome shortages of recruits to clerical and related classes. Turnover is highest in these classes as would be expected. The Commission must recruit over 10,000 young people to these classes each year to keep establishments up to strength.

Forward steps were taken during the year in the recruitment and placement of staff to operate office machines. To meet the ever-increasing need for competent operators in this field, new classes were established, making possible more realistic examination and placement. In addition to the recruitment of trained operators, applicants were appointed for training on machines for which they displayed aptitude. It is not possible for all educational institutions to provide training on some of the more complex machines used in the Service.

Selection for Training

Increasingly in recent years the Commission is finding itself recruiting people who must be given extensive training before they can be put on the job. In some cases they must be trained in duties that have no counterpart outside the Service, in others it is simply a matter of shortages of trained personnel. Where a number of departments are involved, the training courses are given or arranged by the Commission's staff training division: where the trainees are required by only one department, the department normally arranges the training.

Training of stenographers, and of map, mechanical and architectural draftsmen has been referred to in previous reports. In 1955 the first training course was organized for stationary engineers in an attempt to infuse into the Service more persons in the class who will be capable of qualifying for the higher grades as they gain experience.

The Department of Transport is one of the departments with a large number of positions for which no training is available outside the Service. In 1955 the Commission was called upon to recruit a large number of trainees for that Department's Air Services Branch. One of the largest of these recruiting efforts involved the selection of candidates for approximately 200 vacancies in the air traffic control service. Selection was made from over 2,000 applicants on the basis of related experience and interests, general capacity and personal suitability.

Another large competition was held to select suitable persons for training as radio operators. In this case special authority was obtained for the training of 275 operators in private schools. Special training has been necessary at the professional level also, particularly for the meteorological division. Meteorologists take a one-year post-graduate course towards a master's degree at the University of Toronto. A further seven-month's course in the department is given before an operational posting.

Improved Recruitment Publicity

The Commission's objective of attracting the best qualified to the service of the nation is highly dependent on the form and appearance of its announcements of job opportunities. For the most part announcements of competitive examinations are made either in the form of posters for display in post offices,

Civil Service of Canada

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STENOGRAPHER, GRADE 3

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(The above salary range does not include the revision now under consideration)

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APPLY BEFORE APRIL 4, 1956.

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Opportunity for PROMOTION

ADMINISTRATIVE OFFICER 3

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Department of Citizenship and Immigration
OTTAWA, ONT.

OPEN TO

Permanent and temporary employees of the Federal Government Departments throughout Canada who are under certificate from the Civil Service Commission.

Temporary employees must have passed a competitive Civil Service examination from which they can be promoted to made permanent and promoted to Administrative Officer 3.

DUTIES

Under direction, to correlate and edit basic and opportunity survey reports coming in from the French-speaking areas of Canada; to act as Liaison Officer for the Civil Service Commission in the French-speaking areas with respect to agricultural, industrial and service establishments; to conduct interviews with the French language with liaison officers from French-speaking countries or areas of Canada to perform duties in connection with the maintenance of a continuing study of economic conditions, the preparation of occupational categories, the preparation of material respecting the regional places in the economic development and to prepare material to assist

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ADMINISTRATIVE ESKIMO AFFAIRS

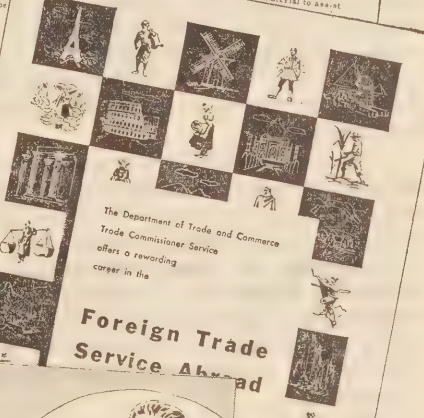


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Employment opportunities
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FIG. 4

employment offices, universities, high schools, or other public places, or in the form of advertisements in newspapers, professional journals, and other periodicals. These are the media that have proved most effective over the years.

After each competition, an analysis is made of the effectiveness of the advertising that has been used. A careful selection of advertising media must be made in order to obtain an effective response at a reasonable cost. In 1955 the average cost of paid advertising was approximately ten dollars per competition. More attractive layouts have been devised for competition posters and pamphlets describing Civil Service careers. Figure 4 shows some of the recent posters and pamphlets issued by the Commission.

Radio is occasionally used for competition announcements and advantage is taken of the opportunity to describe departmental work in special talks. In 1955 a series of six talks on the operations of various departments, one of them on the Commission itself, were included in the "Canada at Work" series sponsored by the Department of Labour.

Examination Techniques

The ability of the Civil Service Commission to adapt the merit system to an environment of vigorous competitive bidding for available manpower has been dependent to a considerable degree on the development of special examination techniques. One major need has been to reduce the time required to mark written examination papers. In recent years the trend has been towards the objective type—(short, single response) and away from the subjective or free answer type of examination. In many of the larger examinations, the use of such specially constructed examinations has enabled the Commission to score the answer papers by machine. The resultant savings in time and money have been substantial.

In the university recruiting program a change has been made recently to the objective type examination. The interval between the written examination and the interview has been substantially reduced. A function of the written examination is to reduce the number of candidates, having regard to the number of vacancies, to those who should be given further examination by an oral examining board in an interview situation. This is an important factor since a longer delay between the written and oral examinations and offer of appointment, would lead to a greater loss of highly qualified graduates who accept offers from other employers before offers have been made by the Civil Service Commission.

Wherever possible, tests are constructed in such a way that they will have broad application. During 1955, new tests were developed for radio operators, student air traffic controllers, unskilled manual workers, meteorological assistants and others. An increasing number of written tests are being developed for use in promotion competitions. One objective type examination was used this year to examine university graduates for entrance qualifications to five different classes, where previously five different examinations had been held. Tests of this kind must assist the Commission in selecting candidates who have the basic knowledge and skills and also assist in evaluating interests and personality as an aid in placement.

STAFF UTILIZATION

The Commission's interest in the qualifications of staff does not, of course, end with their appointment. For one thing, it is vitally concerned with the effective use of existing staff in the departments, particularly the use of staff in short supply. It is vitally concerned also with the extent to which departmental organization and work can provide orderly, progressive advancement for competent, ambitious people entering the Service.

Promotions

Most directly the Commission is concerned with the way in which promotions are handled in the departments. Frequently, the Commission is asked to recruit to fill a vacant position which might more quickly and effectively be filled by promotion. Moreover, the Civil Service Act requires that "vacancies shall be filled, as far as is consistent with the best interests of the Service, by promotion".

Promotion may be by way of a promotion competition for a vacancy or by way of reclassification where the duties of a position have changed materially. Sometimes the dividing line between the two alternatives can be rather fine. There was a tendency in the early post-war years, because of the length of time involved in promotion competitions to favour and seek reclassification wherever possible. The Commission's aim, of course, is to restrict departmental promotions as far as possible to promotion by competition. Quite apart from this objective, which stems from the intent and spirit of the Civil Service Act, there was evidence that staff morale dropped appreciably when the reclassification technique was used in marginally justifiable cases.

By gradual pruning of procedures in the course of which a number of clerical operations were decentralized to departments, and by enlisting the interest and support of senior administrative and personnel officers in departments, the Commission has been able to restore the promotion competition to a more esteemed role in departmental personnel administration. As indicated in table 2 the number of promotion competitions has more than doubled since 1951. Departments are finding that the promotion competition is an important factor in improving staff morale and general departmental efficiency.

Training and Development

It is only since World War II that training has been recognized as an important function of personnel administration. The fact that many skills have been scarce in this period has helped to focus attention on training needs. Previously there had been a tendency to assume that most personnel needs could be met by the recruitment of fully-trained personnel. The need of special types of training in the recruitment program has been referred to earlier in this report. Training has an even more important place in the effective utilization and development of staff in the Service.

The line supervisor is to the Civil Service as the sergeant is to army. The effectiveness of departmental operations is highly dependent on good supervision, but good supervisors "do not grow on trees". A good deal of effort has been spent in the post-war period in the development of supervisory skills. The Commission now has available sixteen training courses relating to the supervisor's role.

Most departments now have staff training officers attached to the personnel office. They are able to devote attention to the peculiar training needs of the department. The more general training needs such as the development of course material, training conferences, a film library, and the organization of central training courses, are met by the Commission's staff training division.

An example of the central training given by the Commission are the courses for departmental administrative officers. A comprehensive training course for junior administrative trainees has been given each year since 1947. The Commission has been pleased with the response to special courses it has arranged in recent years for senior and intermediate administrative personnel. Officers assigned to these courses are removed completely from their normal working

environment for a period of from two to four weeks. Departments have indicated that their officers have benefited from the formal instruction and from the group projects and conferences which form part of each course and at least equally from the less formal meeting of views and interchange of ideas.

The increasing size and complexity of federal government services and operations has placed tremendous responsibilities on senior administrative officers within departments and has demanded urgent attention to the nature of the administrative function and to the task of ensuring a steady, and increasing, flow of highly competent administrative personnel into and up through the departments. It is widely recognized that competent senior personnel are spread far too thinly at the present time. Occasionally this condition can be remedied by improved organization and increased delegation. Too frequently, however, delegation is limited by the number of people capable of assuming broad responsibility and authority.

In government, as in industry, it is now being recognized that a special type of person, with special wisdom and special skills, is needed in top level administrative positions. Isolating and developing those special skills and special persons will continue to be one of the major problems confronting the Commission and departments. It is partly to this end that the Commission has recently appointed an officer who will concern himself with the problems relating to the development of executive and professional staff in the Service. The recruitment of highly qualified people to the Service is not enough. Their interest in the Service must be maintained and their potential discovered and developed. Initiative and imagination must be fostered by challenging work assignments and increasing responsibilities.

Staff Morale

The Commission has a keen interest in the level of morale in the Service. Harmonious working relationships and good working conditions are reflected in the type of service given to the public and consequently in the prestige of the Service. And the higher the prestige of the Service, the easier the Commission's task of attracting highly qualified persons to serve.

Progress has been made in providing modern, well lighted and well-ventilated offices for civil servants, and this has been beneficial to morale. More remains to be done, particularly in the Ottawa area. Many employees have felt a sense of achievement through taking part in the government's suggestion award plan. The Commission considers that there is considerable room for further improvement in the "channels of communication" reaching to and from the intermediate and lower operational levels in departments. This is an area in which industrial employers have achieved significant results in recent years.

The Civil Service Health Division of the Department of National Health and Welfare has contributed to good morale through its nursing counsellor service and clinics in government buildings at Ottawa. Another type of counselling—"employee counselling"—has been found worthwhile in industry and is being encouraged by the Commission. Essentially it is nothing more than a recognition of the importance of "treating people as people", an approach that is frequently lost sight of in big organizations, with their elaborate divisions of labour. Absenteeism and inefficiency are frequently attributable to the personal problems of the employees concerned. The interest of a sympathetic supervisor is sometimes all that is needed to overcome the difficulty.

APPEALS

Appeals Arising out of Promotional Competitions

During the calendar year 1955, 733 appeals against rating or standing for promotion were heard by formal appeal boards. Numerous other complaints arising from competitions were investigated and cleared without necessity for submission to formal boards. Of the 733 appeals, 27 were sustained, 457 were disallowed, 54 were withdrawn in course of hearing, 47 were settled by other adjustments and 148 were carried forward pending further investigation and hearing.

Over the past eight years the number of appeals registered with respect to promotion has increased from 297 in 1948 to 733 in 1955. During the same period the number of promotional competitions increased from 1,643 in 1948 to 4,689 in 1955.

The factors or conditions giving rise to appeals are under constant study. Wherever investigation reveals any administrative weakness or other unsatisfactory condition prompt remedial action is taken by the Commission in conjunction with the department concerned.

In keeping with the trend toward greater departmental decentralization of competitions, progressively extensive use is being made of the facilities of the Commission's District Offices in the local hearing of appeals.

While improvement has been noted in the operation of rating boards generally throughout the service there is still a definite and continuing need for special training in the application of examination techniques.

Excellent co-operation has been extended throughout the year by all government departments and civil service organizations in the application of appeal procedures.

Appeals Against Denial of Statutory Salary Increases

In 1955, government departments, subject to the Civil Service Act, reported denial of statutory salary increases in 1,811 cases as compared to 1,343 in 1954, 1,528 in 1953, 1,517 in 1952 and 1,940 in 1951.

Prior to 1953, a salary increase was automatically deferred if the individual concerned had not been on active duty for at least 10 months subsequent to the date of his or her previous increase. An amendment to the Civil Service Regulations in 1953 gave the deputy head discretionary authority in cases of that kind.

Thirty-three appeals against denial of salary increase were investigated and heard by appeal boards. Of these, ten appeals were sustained and the increases restored, eight were disallowed, six were withdrawn in course of hearing, four were adjusted by transfer or other means and five received at the end of the year were carried forward for further investigation and hearing.

CLASSIFYING THE SERVICE

Not long before the advent of World War II the Commission had evolved a program of "unit surveys". It was the plan then that the classification of all positions in the Service be reviewed every two or three years by means of systematic surveys. Each "unit survey" would examine the organization of a given unit and the duties of all persons therein. From this survey the Commission would draw up an official list of positions and a designation of their correct classification.

Unfortunately the war put an abrupt halt to this program. During the war salaries and classifications were frozen. The wartime controls extended beyond the end of the war to March 1947. Under these controls reclassifications could be made only in cases of "gross injustice and gross inequality". Thus there had been no systematic examination of departmental classifications for close to ten years. In the Commission's report for the year 1946 the situation was described as follows:

"The piecemeal approach to the adjustment of classification and compensation which it has been necessary to adopt under the Wartime Salaries Control Order is inconsistent with the fundamental objective of the administration of the classification plan. The simultaneous examination of the classification of all positions in each branch or division of a department—the unit survey method, as it has come to be known—is the only satisfactory way to ensure that classifications conform to the levels of responsibility inherent in the work structure, in short, that the principle of equal pay for equal work prevails."

Among others, the classification structures of units embracing scientific and professional workers had become seriously out of date by 1947. This was one of the groups requiring most urgent attention. In the years since 1947 extension of the program of unit surveys to all positions in the Service has been the major concern of the Organization and Classification Branch of the Commission.

In the course of these surveys, it has been necessary to make thousands of upward changes in position classification. Many downward changes have been made as well, but in such cases normally the change in the classification of the position does not affect the salary of the person occupying the position at the time of the survey.

Needless to say, the classification changes resulting from the unit survey program have contributed to the general improvement in morale in the Service. It is a somewhat frustrating aspect of the Commission's classification function, however, that no matter how thoroughly and judiciously it is carried out there will always be a small number of aggrieved employees who are quite convinced that their services have been badly undervalued.

Improving the Classification Plan

For the last five years the classification plan has gradually been made the subject of systematic review. The two main purposes are to ensure that the plan reflects present occupations found in the Service and to simplify the plan itself.

The first objective is met by conducting classification surveys of occupations such as chemists, medical officers, file clerks, office machine operators, librarians, solicitors and departmental classes. The plan must be modified in view of the changes that occur in the nature of occupations themselves. For instance, accounting today uses many more office machines than it did some thirty years ago. Medical officers have ventured into many new fields unknown a quarter of a century ago. The class series must therefore reflect the changes that have occurred in the duties and responsibilities of these positions.

The second objective does not necessarily mean that the number of classifications must be reduced. There exists now 2,051 classes as compared with 2,204 in 1922, notwithstanding the tremendous extension of services provided to the public. The increase in number of departments for instance between 1922 and 1955 gives an indication of the fields into which the Government has entered, and at the same time, of the new occupations that are now to be found in the Service. To mention just a few, social workers, methods officers and office machine operators are good examples. It is therefore necessary in a

classification plan to increase, at times, the number of classes to reflect these changing conditions. Classification of positions is necessary to ensure proper identification of duties, responsibilities and qualifications, as these affect various personnel processes: recruitment, selection, salary administration, rating and counselling.

On the other hand, simplification can also mean a reduction in the number of classes used. Individual, or "one-man", classes lend themselves to grouping, and some attempt is being made to reduce this type of class.

A good classification plan ensures good salary administration, for without a good description of duties, responsibilities and qualifications it is nigh impossible to make the appropriate comparisons with similar classes or occupations outside the Service. In this respect class descriptions are constantly being reviewed and modified or new ones are issued, depending on the nature of the changes involved.

Finally, the classification plan must be geared to the career idea. As personnel develop, they should assume more and greater responsibility, and the classification plan must facilitate, not hinder, this movement of staff from the lower to the higher echelons of responsibility.

ESTABLISHMENT CONTROL

The rapid expansion of the Service in the years immediately following World War II brought with it a need for procedures and devices through which departmental establishments could be periodically examined and controlled.

During this period, departmental main estimates provided only for those positions which had already been authorized. Requests for establishment changes, in terms of numbers and classifications, were forwarded as the need arose from departments to the Civil Service Commission for investigation and report and from the Commission to Treasury Board for consideration and approval. Financial provision to cover such changes in establishment was included in the supplementary and final supplementary estimates of the various departments.

This procedure did not contribute to sound over-all program planning on the part of departments. It made it exceedingly difficult for the Commission to undertake comprehensive studies of over-all establishment requirements, and rendered effective Treasury Board over-all control exceedingly difficult.

In an effort to obtain greater control, Treasury Board imposed staff ceilings for each of the various departments. However, departments could still seek authority for additional staff at the time of supplementary estimates (which, over the years, had become substantial). Since it was difficult to give proper scrutiny to staff requirements at the time of supplementary estimates, staff ceilings tended to break down.

Present Procedure

In 1954, following a study of the problem by Treasury Board staff and the Commission and a trial in several departments the previous year Cabinet approved a procedure whereby small committees would be set up to deal with the staff estimates for each department in conjunction with the preparation of departmental estimates. Each of these committees comprises a senior departmental administrative officer, a representative of Treasury Board staff, and a representative of the Commission. In each case, the Commission representative, a senior officer of the Organization and Classification Branch, serves as chairman of the establishment review committee.

The operation of these committees was described in the original Treasury Board promulgation as follows:

"Under the new procedure, the Treasury Board will consider and determine the establishment of each department at about the same time that it considers and determines the estimates for that department, and it will not consider any further requests for additions to the establishments except at the time it considers supplementary estimates, or when it is directed to do so by the Cabinet as a result of a Cabinet decision relating to a particular department, or when there is clearly a need of an emergency character. The consideration of supplementary estimates, usually in the month of May, will provide an opportunity for review of any changes necessary in departmental establishments resulting from matters that could not be foreseen at the time the main estimates were prepared or which arise out of subsequent decisions taken by the government or Parliament."

The new procedure has been in effect for about two years now, and in general, it has worked reasonably well and has been an effective control on the rate of expansion in the Service. It has materially reduced the amount of paper work necessary in the administration of certain personnel activities, and has increased the Commission's responsibility materially in matters relating to classification. It has assisted the Commission to plan its recruiting and unit survey operations more effectively than was possible under previous procedures.

The establishment review procedure has not been without its complications. The establishment review committees make their reports in September of each year on establishments that will be effective for a full year, commencing with April 1 the following year. In effect the establishment set is intended to stand until the establishment for the next fiscal year is effective—a time interval of 18 months from the time of the committees' deliberations. Such an establishment may not provide sufficient flexibility in departmental classifications, particularly in view of the provisions of section 10, subsection 5, of the Civil Service Act that

"any change in the duties of a position that, in the opinion of the Commission, is material, shall operate to abolish it and to create a new position, which shall be classified by the Commission under this section".

However, departments have been given a great deal of freedom in the use of positions on their establishments in order that they may meet unusual situations that may arise. The Commission will continue to watch the effects of this new control procedure and to seek to ensure that it is flexible enough for the departments to operate efficiently.

To assist in the proper setting of establishments special studies have been undertaken within the last few years in the field of "work measurement". Essentially this is an attempt to determine how many people are required to staff a certain type of office which has a certain volume of work to perform or sometimes to set a standard of work performance for a certain type of employee—for example, the number of square feet of floor area of a certain type that may be cared for by one caretaker. The Commission has found this type of information valuable and plans to continue and refine its work measurement research.

THE ORGANIZATION AND METHODS SERVICE

Purpose and Development

The purpose of this service is to provide specialized advice and assistance to departments in the analysis of organization, systems, procedures and work methods. This involves the detailed examination of organizational characteristics and such administrative activities as production planning and control,

purchasing procedures, inventory and stores control, traffic and transport planning and control, office mechanization including electronic data processing, filing and recording operations, forms design and control and a variety of office services.

The service was initiated in 1946 when one or two officers, specialized in office methods, were attached to the Organization and Classification Branch of the Commission. Their services brought about economies that would not otherwise have been achieved. In 1948 more specialists were recruited and a separate division was formed. In 1951 the Organization and Methods Service, as it is now known, was constituted as a strictly advisory service, receiving requests directly from departments and agencies when they required advice or assistance. At the same time, emphasis was placed upon improving the quality of the work done—and the effectiveness of the results. These results are shown in the rapid increase of implementation of "O and M" proposals from 1951 to the present. Over ninety percent of the proposals now made are being accepted and implemented (see Figure 5). There are now eighteen officers on the staff and provision has been made for further expansion to meet the increasing demands for the service.

Organization and Methods Service IMPLEMENTATION CHART

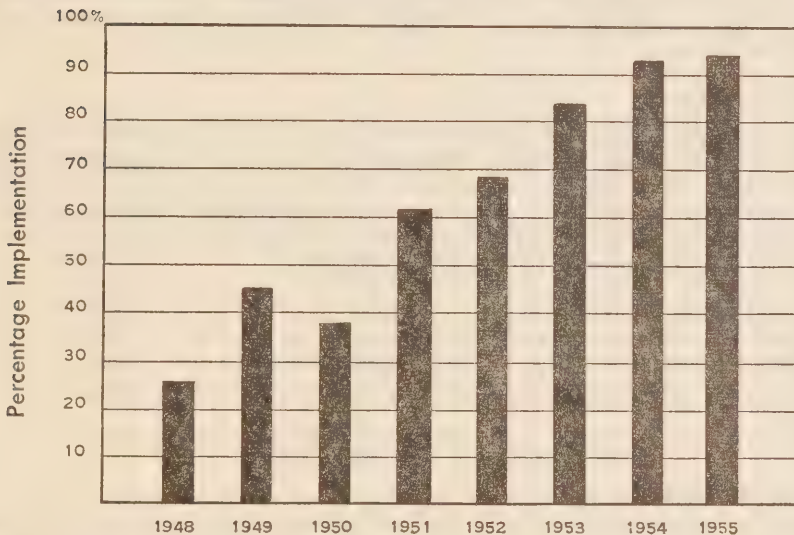


FIG. 5—Increase in acceptance and implementation of O & M advisory proposals since 1948.

Surveys

Nearly three hundred surveys have been made by "O and M". These have involved work in twenty-eight departments and agencies. Some have been interdepartmental, covering activities common to all departments. The variety in the activities surveyed has been indicated above. Some of the surveys have been made to assist in the formulation of administrative policy, some to make provisions for changing conditions, some to reduce backlogs of work, and some as reviews to indicate where work simplification and cost reductions can be made. All surveys are made with the co-operation of the departmental staff.

Informal Advisory Services

These consist of day-to-day informal requests for assistance on specific problems of short term nature such as: an assessment of alternative ways of doing a particular job; how to go about preparing an administrative manual; how to design a particular form or group of forms; or what kind of mechanization would be applicable to a particular operation.

These assignments vary in time from a telephone call to several days' work. The number of such requests is rapidly increasing, running to as many as twenty a day. Various officers in thirty-four departments and agencies are using this service frequently.

Office Machinery and Equipment Services

A specialized unit is available to give information and advice on mechanical applications. Contact and co-operation with manufacturers and agents is maintained to keep abreast of new developments. Demonstrations, tests and analytical studies of equipment are arranged frequently. Special emphasis is being placed upon electronic data processing equipment and its possible applications.

Research and Information

A comprehensive index and digest service of current publications is maintained on all aspects of organization, administration procedures and methods. While this was set up for the use of "O and M" Officers, it is being increasingly used by departments.

Administrative Manuals

Some of the experience gained in the course of "O and M" activities is being consolidated in convenient reference manuals for the use of administrative officers. The demand for copies of these manuals has increased so rapidly, not only from departments, but from other governments, industry and commerce, that their distribution and sale have been placed in the hands of the Queen's Printer. The manuals published to date are as follows:

Forms Design and Control.....	75¢
Filing Services.....	50¢
Office Layout.....	50¢
Transcribing and Typing Services.....	50¢

Several other manuals have been compiled for limited distribution.

Training of O and M Officers

The scarcity of well-qualified "O and M" Officers is a great handicap in this type of activity. A poorly conducted survey by one officer can seriously affect the confidence of departments in "O and M's" usefulness as an advisory service. Therefore, the selection and development of "O and M" Officers have received close attention. Specialized, comprehensive and intensive training on this type of work is not available from outside sources and it has been necessary to develop "on the job" training schemes, and formal but practical courses of instruction.

These training developments have given rise to requests from departments which are developing their own "O and M" services, and who wish to have selected officers trained for this work. A specific and continuing programme of training has, therefore, been developed to meet this demand from many departments.

The work of the "O and M" Service generally, and particularly that in training, has attracted attention from other governments. Training varying from one week to four weeks has been given to officers from Jamaica, Pakistan, Egypt, Israel, Mexico, India, British Guiana, Malta, Philippines and Costa Rica.

Upon request assistance has been extended to other agencies, including an "O and M" survey of the International Civil Aviation Organization, advisory services to U.N.E.S.C.O., and the loan of an officer to the United Nations Technical Assistance Administration for one year's "O and M" work in Israel.

Savings

The savings from "O and M" work cannot be precisely calculated. The end result of many jobs is to make operations more speedy and effective, to conserve the time of senior administrative and scientific officers for their more specialized work, and to improve morale and conditions of work. The savings from these results, though very real, cannot be measured conveniently and precisely. There are, however, some savings that can be measured at the end of each survey. The total of these savings alone far exceeds the total costs involved in providing the service.

BROAD OBJECTIVE

The responsibilities of Canada as a nation and the Government of Canada have increased very considerably since the war. More than ever it is appropriate that "the best shall serve the state". Unless highly qualified persons can be attracted to and retained in the Service, the quality of government itself will suffer.

It is with this realization that the Civil Service Act must be administered in the years ahead. There can clearly be no relaxation in efforts to increase the effectiveness of the entire staffing process and to provide conditions of employment that will afford Civil Servants a sense of achievement in their duties and a sense of pride in the Service.

The Commission, as one of the so-called "central control agencies" realizes also that it must share in some measure with the departments directly concerned the responsibility for the effectiveness of their operations. Thus, not only does it have the responsibility of carrying out the provisions of the Civil Service Act; it has a responsibility of carrying them out in such a manner that departmental operations are not unduly impeded and in such a manner that resultant procedures properly take account of true departmental needs.

PERSONNEL OF THE COMMISSION

In September, 1955, there occurred the retirement of C. H. Bland, Chairman of the Commission since 1935. Dr. Bland had entered the Civil Service as a member of the staff of the Commission in 1908 and, except for a period of service in World War I, served thereon until he was made a member of the Commission in 1933.

S. G. Nelson, a Commissioner since 1945, was appointed Chairman in replacement of Dr. Bland.

ACKNOWLEDGMENT

Effective assistance and support have been freely given by the various departments and agencies of the Government, by the staff associations, by the organizations of ex-servicemen, by university and high school liaison officers, and by persons who have served on examining boards. To them, and to the members of its own staff who have contributed in such a large measure to the work and progress reported herein, the Commission extends its thanks.

NEW APPOINTMENTS IN 1955

Department	War Service Preference	Others		Totals
		Males	Females	
Agriculture.....	79	603	287	969
Air Transport Board.....	1	1	1	3
Auditor General.....		3	2	5
Board of Transport Commissioners.....		6	10	16
Canadian Maritime Commission.....		1	2	3
Chief Electoral Office.....				
Citizenship and Immigration.....	71	129	159	359
Civil Service Commission.....	4	22	91	117
Defence Production.....	20	66	121	207
Dominion Coal Board.....			2	2
External Affairs.....	9	71	78	158
Finance.....	22	193	477	692
Fisheries.....	33	71	43	147
Governor General's Secretary.....			1	1
House of Commons.....				
Insurance.....		12	2	14
International Joint Commission.....		3	3	6
Justice.....	3	10	31	44
Labour.....	9	32	38	79
Mines and Technical Surveys.....	26	551	75	652
National Defence.....	1,178	2,495	3,550	7,223
National Library.....		1		1
National Health and Welfare.....	43	192	266	501
National Revenue (Customs and Excise).....	135	475	158	768
National Revenue (Taxation).....	44	316	1,894	2,254
Northern Affairs and National Resources.....	36	231	83	350
Post Office.....	551	1,970	836	3,357
Postmasters.....	29	17	35	81
Prime Minister's Office.....	1			1
Privy Council.....		3	5	8
Public Archives.....	2	3	2	7
Public Printing and Stationery.....	28	98	75	201
Public Works.....	329	426	94	849
R.C.M.P.....	3	12	170	185
Secretary of State.....	3	48	50	101
Trade and Commerce.....	58	182	231	471
Transport.....	208	689	243	1,140
Unemployment Insurance Commission.....	116	451	809	1,376
Veterans Affairs.....	314	266	952	1,532
Total.....	3,355 ^(a)	9,649	10,876	23,880 ^(b)

NOTES: (a) Of this number only 23 were women. Males having the war service preference represented 25.7% of all male appointments.

(b) Includes 814 seasonal appointments and 911 student and graduate assistants for summer employment.

DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION

NEWFOUNDLAND DISTRICT OFFICE

Stott Building,
123 Water Street,
St. John's, Nfld.

HALIFAX DISTRICT OFFICE

10 Tobin Street,
Halifax, N.S.

SAINT JOHN SUB-OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.

MONCTON—ATLANTIC REGIONAL
OFFICE

128 Highfield Street,
Moncton, N.B.

MONTREAL DISTRICT OFFICE

685 Cathcart Street—Room 800,
Montreal, P.Q.

QUEBEC SUB-OFFICE

Corner DuFort & Buade Streets,
P.O. Box 489,
Quebec, P.Q.

OTTAWA DISTRICT OFFICE

Room 504—Jackson Building,
Ottawa, Ont.

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.

WINNIPEG DISTRICT OFFICE

Great West Permanent Building,
356 Main Street,
Winnipeg, Man.

REGINA DISTRICT OFFICE

341 New Federal Building,
Victoria Avenue & Rose Street,
Regina, Sask.

SASKATOON SUB-OFFICE

309-11 London Building,
Saskatoon, Sask.

EDMONTON DISTRICT OFFICE

Room 203—Mercantile Building,
10182—103rd Street,
Edmonton, Alta.

CALGARY SUB-OFFICE

414—416 Public Building,
Calgary, Alta.

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver, B.C.

VICTORIA SUB-OFFICE

Room 401—New Federal Building,
1230 Government Street,
Victoria, B.C.

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CIVIL SERVICE COMMISSION

ANNUAL REPORT 1958

PRINCIPAL DEVELOPMENTS

The most notable event in 1958 was the transmission to Government of the Commission's Report on Personnel Administration in the Public Service. This report resulted from a thorough study of all aspects of the subject over a period of eighteen months and sets out the Commission's views on a desirable regime for the future. Its main recommendations have already been widely reproduced in the daily press and elsewhere and therefore will not be repeated here. The Commission was pleased to note, however, that the Government hopes to proceed with new legislation at the next session of Parliament. The present Civil Service Act has remained substantively unchanged for the past forty years and a new Act, more in line with modern needs, would be both welcome and useful.

In the field of recruiting, the Commission continued to meet with problems in certain classes but, on the whole, it was not too difficult to keep departmental establishments up to strength. The response to the university recruiting program was the best it has ever been. Among others, we had an abundance of engineering applications for the first time in many years. A full report on the general recruiting situation will be found in the section on Personnel Selection. The figures on new appointments, which numbered over 21,000, appear in Appendix A. Most of these were replacements.

Good progress was made by the Pay Research Bureau, during its first year of operation, in recruiting staff and in developing techniques for the collection of salary data from outside employers. A number of studies were launched which will provide more precise information on which to base future salary recommendations to the Government. A summary of the Bureau's activities will be found elsewhere in this Report.

In recent years, the Civil Service Commission has been hard pressed to meet its responsibilities with its present staff. However, it was agreed that requests for additional staff would be withheld until the aforementioned Report on Personnel Administration was completed. At present the Commission has a staff of about 660, a figure that has been fairly constant for some time despite the assumption of new duties and a growing public service.

In concluding this summary, the undersigned would like to pay public tribute to the former chairman of the Civil Service Commission, Arnold Heeney, Q.C., whose re-appointment as Canadian Ambassador to the United States was announced shortly after the turn of the year. A man of great capacity and integrity, he made an outstanding contribution to the Civil Service Commission in general and to the preparation of the Report on Personnel Administration in particular.

PERSONNEL SELECTION

General Situation

Public interest in civil service employment continued to increase. In order to cope with the growing number of applications, the Commission made more use of written examinations to measure the aptitudes, knowledge and interests

of candidates. More travelling was also required to examine applicants from various parts of the country.

At the entrance levels, there was an adequate supply of clerks and typists to fill vacancies in most areas. Well-qualified stenographers were still in short supply. With increased automation the demand for office equipment operators has grown and to meet this need the Commission continued its policy of filling many positions with junior operators who receive on-the-job training from the departments concerned.

Hospital classes were difficult to keep up to strength, notably nurses, physiotherapists, occupational therapists and laboratory technicians. The same is true of ship inspectors for the Department of Transport. After ascertaining that the Canadian supply of these inspectors had been virtually exhausted, applications were also invited from the United Kingdom and a number of appointments were made.

Good success has been achieved in shortage areas with the continuing competition technique under which applications may be received and processed at any time. This method was employed, for example, in certain professional classes and was particularly helpful in the recruitment of medical officers.

Above the entrance level, good science graduates who have been out of university for some years were difficult to find. Quite naturally, many of the best were in satisfactory employment elsewhere which created a real problem in attempting to meet departmental requirements. Many of these needs stemmed from an increased emphasis on research and development and the sharpening interest in the northland.

University Recruiting

The Commission was quite pleased with the response to its university recruiting program. In all, there was need for about 600 graduates for continuing positions and 1,200 under-graduates for summer work. There were more candidates for these jobs, both absolutely and proportionately, than at any time since World War II.

Approximately 900 persons wrote the general examination for university graduates. This is a substantially greater total than for several years past. From these, about 150 will be selected for assignment to such classes as foreign service officer, junior administrative officer, finance officer, economist, statistician and customs appraiser.

The response was just as encouraging among graduates in engineering and the applied sciences. To illustrate, there were approximately 600 graduating students in civil, electrical and mechanical engineering competing for something less than 100 positions. These 600 candidates represented about forty per cent of all the graduates in these three fields and this was achieved despite the fact that, for the first time, there was a written examination for these classes. Just a few years ago there were more vacancies than candidates. Another 200 or so applied for some fifty engineering and scientific posts for which there was no written examination, for instance, chemists and physicists. Many of these had post-graduate degrees.

As has been the case for several years, the Commission had an abundance of applications for the 1,200 summer jobs. Among the requirements were 300 under-graduates in engineering, 130 in geology, 250 in agriculture and 110 in forestry. Many will be engaged on survey work and field parties. Not infrequently, those accepting summer jobs enter the public service on a permanent basis after graduation.

Despite the overall success of the university program, there are still a few clouds on the horizon. For example, it has not been possible, for some time, to recruit enough honour graduates in mathematics, physics or engineering physics for training as meteorologists, nor enough commerce graduates for training as income tax assessors. The problem stems from the fact that there are relatively few graduates in these fields, and the demand for their services, both in government and private employment, continues to be great. The Commission did, however, have some success in meeting the shortage of meteorological officers by hiring pass graduates with special training in mathematics and physics. Some of these later go on to obtain honour degrees and subsequently become meteorologists for which more advanced training is required.

Throughout the whole university program, the Commission maintained close liaison with placement officers and faculty members, and much of the response is attributable to their whole-hearted co-operation. At the same time, the Commission did its best to improve its own operations and expedite its processes. Among other things, new attractive folders covering the main entrance classes for university graduates were issued. It was also possible to make offers to successful candidates much earlier than had been the case in former years.

With this increasing public response, there were also more acceptances of job offers. This is explained in part by a new provision which permits the payment of travelling expenses of graduates to their initial place of employment, provided these costs are in excess of \$30. Renewal of this authority has been obtained and will be extended to graduates selected in 1959. Students receiving such aid undertake to stay with the public service for at least one year. About 60 took advantage of the privilege in 1958. In addition to placing the government on a more competitive basis with private industry, the new policy encourages graduates from all parts of the country to join the public service and it is felt that a professional corps more representative of the whole nation has been achieved.

Advertising

Recently the Commission extended the scope of its advertising, particularly for nation-wide competitions, and now uses all large dailies from coast to coast. This ensures, to a greater extent than was perhaps the case in the past, that all Canadians are notified of competitions and given an opportunity to apply. It has also tended to increase the response.

A number of new pamphlets were produced. These were entitled "Steps to Appointment", "Service Conditions and Benefits", "Citizenship and Residence Requirements", "Veterans Preference" and "Interesting Careers for High School Students". An indication of the need for this kind of literature is the fact that the Commission's public information office at Ottawa received 60,000 visitors and 30,000 telephone calls during the year. Thousands more were in touch with Commission offices across the country.

Promotions

Approximately 5,000 promotion competitions were held in 1958. Of these, about 4,800 were intra-departmental competitions and the remaining 200 inter-departmental. The former are conducted by departmental rating boards subject to review by and appeal to the Commission. The latter, the inter-departmental, are handled entirely by the Commission.

As might be expected, the larger departments had the greatest number of departmental promotion competitions with 724 in the Unemployment Insurance

Commission, 706 in the Post Office Department, 558 in National Defence, 402 in Veterans Affairs, 362 in the Customs and Excise Division of National Revenue, 308 in the Taxation Division of National Revenue, 278 in the Comptroller of the Treasury and 267 in Agriculture.

The total number of promotion competitions, roughly 5,000 is down slightly from 1957 when we had over 5,300 but the number is still more than double what it was eight or nine years ago, for example 2,400 in 1950. This trend is consistent with the desirability of providing opportunities for advancement to competent and industrious persons already in the service before inviting applications from the general public.

As a matter of principle, the Commission would like to increase the number of inter-departmental competitions which totalled only 200 in 1958. This is one of the best devices for strengthening weaker portions of the public service and is, of course, attractive to promising young people since it provides them with greater scope. The Commission will endeavour to conduct more inter-departmental competitions in future years but does not expect an appreciable increase until it has more staff to cope with the additional work.

Appeals

During the year, 664 appeals against ratings or standings in promotion competitions were heard. Of these, 26 were sustained, 433 disallowed and 41 withdrawn; in 34 cases, the appellants were satisfied by other adjustments, and 130 cases were carried forward for further investigation. The appeal privilege was quite widely used by officials in fairly senior grades with 177 of the 664 coming from that quarter. They included 86 from the technical field, 67 from the administrative and 24 from the professional classes.

With roughly 5,000 promotion competitions, the number appealed represented slightly less than eight per cent of the total, the percentage being much the same as it has been for the past five years. Of the 664 appeals, nearly five per cent were sustained, this, too, being much the same as it has been. The relative stability of these percentages from year to year is not unexpected. If a significantly higher proportion of appeals were sustained, there would be reason to doubt the soundness of our selection procedures. Conversely, the fact that the total number of appeals remains fairly high indicates confidence in the appeal procedure and a willingness on the part of employees to use it when they feel aggrieved.

In keeping with the trend towards decentralization, greater use is being made of the Commission's district offices in the local hearing of appeals. Over a fifth are now heard in these offices. Apart from cutting down travel costs, local hearings permit more expeditious settlement.

Close liaison is maintained with government departments and civil service organizations and conditions giving rise to appeals are under constant study. Whenever investigation reveals any administrative weakness or other unsatisfactory situation, the matter is brought to the attention of the department concerned for remedial action. The departments have been very co-operative in this respect.

Hearings were also conducted on 38 appeals against denial of annual or other increases. Of these, 5 were sustained and the increases granted, 16 were disallowed, 3 were withdrawn in the course of hearing and 14 were carried forward pending final reports from local appeal boards.

Staff Turn-Over

This year the percentage of separations was the lowest since 1951 and quite possibly since before the war. The method of reporting was changed in 1951 and therefore it is not possible to say so with certainty. In 1958, the separation rate was 12 per cent, down two per cent from the previous year and down five per cent from 1953. This is an encouraging trend and indicates a growing stability in government employment. This in turn cuts down training costs and increases efficiency appreciably. The separation percentage for the public service is only a small fraction of that for Canadian industry and commerce in general and less than two thirds of what it is for the United States Civil Service.

It might be noted, too, that only about half of the separations were for what might be called voluntary or controllable reasons. The other half arose from such causes as death, retirement, ill health, termination of work and the like, over which little or no control can be exercised.

Test Construction

During 1958, the personnel research and test development functions were brought together in a Research and Test Development Division. This Division undertook, among other tasks, research on the reliability and validity of various selection techniques and gave advice and assistance to departments in the construction and use of written examinations designed to assess the progress of employees and their suitability for specific types of training.

A new booklet on "Civil Service Examinations" was prepared. It contains specimen questions and general information and is now on sale at a nominal price through the Queen's Printer. Its purpose is to familiarize candidates with the types of examinations which can be expected for various kinds of work.

CLASSIFICATION AND COMPENSATION*Establishment Reviews*

For some time, one of the Commission's important tasks has been to serve on establishment review committees which pass upon departmental requests for staff in the ensuing fiscal year. The reviews got under way late in 1958 for 1959-60. As a result, 139,760 positions were approved, an increase of 1,075 over the previous year. 2,063 positions were added to, and 988 deleted from, existing establishments. The review committees are composed of representatives of the Treasury Board, the department concerned, and the Civil Service Commission, with the latter acting as chairman.

In order that this work may be carried on effectively it is necessary to make systematic reviews of classification plans in the public service. Consequently, a research unit was established to develop and recommend policies, plans and procedures respecting the classification, evaluation and compensation of positions. Much of this unit's activity was devoted to the study of background data, the grouping and coding of classes, the development of a standard format for class specifications and the construction of a point rating plan for position evaluation.

All classes have now been grouped and coded thereby making it possible to obtain rapidly geographical or other breakdowns as they are required. Efforts are also being made to code all classes according to educational requirements and work categories such as managerial, supervisory and operational. This could facilitate the development of a new technique which would greatly simplify the preparation of estimates.

New Specifications

During the year, specifications were published for a number of new classes and certain other classes for which no formal specifications previously existed. Particular progress was made in the crafts and labour group with about one third of these classes now covered. However, up-to-date specifications for all classes will take some considerable time to complete. There are roughly 1,900 classes in the public service and, of this total, reasonably effective specifications exist for only 150 covering about 28,500 positions. Several requests for development work in this area had to be turned down because of staff limitations.

Among the classes for which new specifications were published were Examiners of Masters and Mates, Telephone Operators, Photographers, Economists, Statisticians, Communicators, Traffic Officers and Supervisors of Building Services.

Salary Recommendations

In mid-summer, the Commission found it necessary, on the basis of the best evidence then available, to recommend against a general revision of salaries and the government accepted this recommendation. Concurrently, however, attention was drawn to the fact that increases were warranted for certain classes and a number of these have since been adjusted. In making its recommendations, the Commission said it favoured, in principle, class by class revisions rather than general adjustments but indicated that the latter might be the only alternative in certain circumstances, for example, in a period of inflation or rapid increases in industrial rates.

Another recommendation will be going forward next summer after the Pay Research Bureau completes its general yearly survey. It might be noted that these recommendations, whatever form they may take, are based solely on comparisons with salaries and wages paid outside the civil service and on certain other factors none of which, however, have anything whatever to do with economic or fiscal considerations. There has been some confusion on this point.

Allowances

During the year an attempt was made to categorize and evaluate provisions relating to fringe benefits and working conditions, and to prepare an inventory of all types of allowances currently being paid in the public service. This project will take some time to complete.

Recently, there have been increasing variations in hours and working conditions due mainly to greater activity in remote areas, such as parts of the Trans Canada Highway and the Canadian North. Consequently, more cases are coming to the Commission's attention which require recommendations for extra compensation in one form or another for the unusual hours or unusual conditions.

The number of terminable allowances was drastically reduced. These are allowances for additional duties and responsibilities assumed for a temporary period, for example, during the absence of a superior officer or when the person is assigned to a special job. This reduction was made possible through a change in the "acting pay" provisions under which most such cases are now handled. In 1958, only 67 new terminable allowances were approved and 95 extended. It is expected that most of these will be converted to acting pay in the new year.

During 1958, the question of cash payment for unliquidated overtime was studied. It was found that cash payment for overtime was becoming more prevalent in industry and it was recommended that the regulations be changed to permit the payment of cash at the end of a year for all overtime not compensated by time off at that date. This has now been approved.

Salary Structure

The Commission continued to make progress in reducing the number of salary ranges in the public service. Five years ago, there were about 250. They now number 85 and it is hoped further to reduce them to about 40. An effort will also be made to have uniform rates in each range, that is, between minimum and maximum. This streamlining process will permit a more meaningful distinction between ranges and will greatly simplify the operation of the pay plan.

PAY RESEARCH

The main function of the Pay Research Bureau is to compare various categories of government employment with outside occupations in order to provide the Commission, government departments and staff associations with factual information on compensation and working conditions. It is also expected to analyze trends in business and industry in order that the need for civil service changes may be anticipated and assessed. Its studies relate to salaries, hours of work, leave, promotion opportunities, superannuation, housing facilities, bonuses and other additions to basic pay.

To clear up misunderstanding, it might be noted parenthetically that the role of the Pay Research Bureau is simply to keep on top of the constantly changing situation in outside employment, not to make recommendations. The latter is the prerogative of the Commission.

The Bureau has just completed its first full year. During the early part of it, staff had to be recruited and trained and operating procedures developed. However, a good basis for research has now been established and a number of studies initiated, most of them related to pay and conditions for specific classes of work. Many more are in prospect.

Good working relationships have been established with the Dominion Bureau of Statistics and the Department of Labour, both of whom also collect data on pay and conditions of employment. An inter-departmental committee may be set up shortly to ensure that programs and problems in which the three agencies have a mutual interest are regularly discussed.

Inherent in the Bureau's work is a careful comparison of jobs, as well as salaries, inside and outside the public service since one without the other is not meaningful. In this area, there is no substitute for on-the-spot investigation necessarily involving many visits to firms and institutions. These visits are time-consuming, and the Bureau is very appreciative of the co-operation received from outside employers, which include provincial, municipal and educational institutions as well as business and industry. Much of the Bureau's information is given on a confidential basis and this arrangement is scrupulously respected. Quite frequently, the Bureau, in turn, is able to provide information to these outside agencies.

One study undertaken was to examine the limitations of salary data already available from mailed surveys, and for this purpose more than fifty large-scale employers were visited in every part of Canada. Another was designed to ascertain industrial practices in establishing rates of pay in different locations. Special surveys were also made of various classes, including university professors, stationary engineers, librarians and hospital employees, as well as a study of the prevailing practices with respect to statutory holidays.

In other areas an effort was made to improve civil service statistics, including those on employment, earnings and staff turn-over. Tentative plans were formulated for an annual survey of a selected group of professional classes.

Last year's report foreshadowed arrangements for an Advisory Committee on Pay Research. This committee has now been established and includes seven members, three from the official side, three from staff associations and a chairman from the Civil Service Commission. Official side members are the Secretary to the Treasury Board, the Assistant Deputy Minister for Customs and Excise in the Department of National Revenue and the Director of Scientific Services in the Department of Mines and Technical Surveys. Staff side members, who were nominated by the associations they represent, include the President of the Civil Service Federation of Canada, the General Secretary of the Civil Service Association of Canada, and the immediate Past President of the Professional Institute of the Public Service of Canada. The Director of the Pay Research Bureau, or his alternate, attends all meetings to provide liaison between the Committee and the staff of the Bureau.

This employer-employee committee reports to the Commission and, as its name implies, is purely advisory, not executive. Nonetheless, it has proven very useful in advising on pay research practices, the areas of study and classes of employment on which research should be undertaken and the distribution of reports, many of which are confidential and must be treated accordingly.

The fact that staff associations have a voice in shaping the program of the Bureau and free access to its findings is worthy of emphasis. There is good reason to believe that this will greatly facilitate discussions between official and staff sides, in so far as salaries and benefits are concerned.

ORGANIZATION AND METHODS

The Organization and Methods Service, which has been functioning for some years, is available on a request basis to all departments and agencies of government. It is akin to a management consultant firm in private industry and provides advice and assistance on problems having to do with organization, procedures and work methods.

During the year, 43 major surveys were requested and 41 completed. There were also 150 requests for small-scale advisory services. Acceptance of recommendations continued at a high level and substantial savings resulted.

While most of the work had to do with procedures and methods in such fields as purchasing, storekeeping, accounting, filing, recording, copying, work measurement, production control and office mechanization, a fair number involved the organization of branches and sections. Six surveys pertained to electronic data processing.

Several courses were conducted for departmental officers. In addition to general courses in organization and methods work, there were short courses in forms design, work measurement, records management, mechanical aids and electronic data processing. Advice and assistance was afforded to visitors from other countries, including Brazil, Chile, China, Costa Rica, Ethiopia, Greece, Haiti, Honduras, India, Iraq, Korea, Nicaragua, Pakistan, Paraguay, Peru, the Philippines, Thailand and Uruguay.

In keeping with its practice of committing organization and methods experience to writing, the following papers were produced: "A Guide to Duplicating Processes", "A Guide to the Selection of Adding Machines", "Selected Reading for Prospective Organization and Methods Officers", "Justifying Electronic Data Processing in Government Service", "Report Writing for Management Analysts" and "Organization Theory and Practice". These papers are for distribution within

the government service. There are, however, four manuals on public sale through the Queen's Printer. They are "Manual of Forms Design and Control", "Manual of Office Layout", "Manual of Filing Services" and "Manual of Transcribing and Typing Services".

The Commission is encouraged by the increasing use made of the Organization and Methods Service since, as an advisory body, it must make its reputation solely on the quality of its advice. The number of requests for assistance and the high degree of acceptance of recommendations is a good indication that it is meeting a real need effectively.

STAFF DEVELOPMENT

Training

For some years, the Civil Service Commission has been conducting courses in public administration for intermediate and senior officers stationed at headquarters. In 1958 this training was extended to the field and courses were arranged for district officers in the Western, Quebec and Maritime Regions at Banff, Ste. Agathe and Halifax, respectively.

The central course for senior government officers was again held for four weeks at the Kemptville Agricultural School commencing in mid-August. Another orientation course began in September for newly-recruited university graduates (junior administrative officers) and specially selected candidates already in the service (junior officers). This course runs one afternoon a week for eight months and is coupled with on-the-job training in departments.

A number of other courses were also conducted. These included the annual correspondence course in office management, in which nearly 2,000 civil servants are enrolled, a course for supervisors of stenographic pools, a course in records management, a secretarial course and special "brush-up" training for stenographers and typists whose skills have suffered from disuse. The purpose of the latter is to alleviate shortages. This refresher training was given to about 650 employees, many of whom were previously engaged on other duties, such as clerical work.

Special training in public and personnel administration was arranged for officers from Korea, Ethiopia, Burma, Brazil and Uruguay.

A booklet entitled "Information for Civil Servants of Canada" was issued. It acquaints new employees with the responsibilities and privileges of public service employment and is sold by the Queen's Printer to departments.

Educational Leave

During 1958, 47 requests for educational leave with full pay were approved, 40 of these for periods of less than three months. Leave with half pay was granted in 71 cases and leave without pay in 18. Of those to whom the privilege was granted, 73 registered in Canadian universities, 48 in American and 15 abroad, all but one of them in the United Kingdom.

There is an inter-departmental committee to deal with requests for educational leave. This committee obtains transcripts of marks, ascertains how the nominee was selected and whether others were considered, assesses the need for the training and why a particular institution was chosen. Some departments have their own educational leave committees to deal with matters which concern them alone, for example, certain types of short-term training.

Counselling

The Commission has emphasized that the older worker and the handicapped should be given every consideration when seeking employment. This policy was brought to the attention of the departments on whom the Commission must rely for co-operation. In the case of older workers, arrangements were made for medical examinations where there is any doubt about capacity to perform the work. In the case of the handicapped, one officer has been designated to sit on all Boards where such people are candidates.

The Commission also sponsored a conference on alcoholism. Departments were asked to watch for signs of problem drinking, to conduct educational programs with respect thereto and to follow certain lines of procedure when trying to rehabilitate those who may be suffering from this ailment.

A considerable number of employees came to the Commission's counselling section for advice on job and domestic problems. No two cases were identical but it was apparent in some that better supervision might have alleviated matters. In most areas, the quality of supervision is, of course, quite high but elsewhere the Commission and the departments jointly hope to improve it by courses, training and other methods. With some problems, good counselling is all that is required.

It should not be assumed from the foregoing that the federal government has a higher proportion of problem employees than any other large organization. That is not the case. There is, however, growing recognition of the need to make more use of the probationary period following initial appointment, usually six months. It is felt that if those who are obviously unsuited for the work for which they are engaged were weeded out then, or referred to other work for which they are suited, both the service and the individual would benefit.

NEW REGULATIONS

Maternity Leave

Formerly, employees expecting a child were required to resign on the understanding that under certain conditions they could be re-appointed and be deemed to have continuous service. Now they may be granted leave without pay prior to the birth of the child and for a period not exceeding six months thereafter.

Acting Pay

A refinement was introduced in the acting pay provisions. Acting pay is granted to employees who are performing, for a period of not less than two months, the duties of a higher position while the incumbent is absent on account of illness or for other reasons. Previously, these temporary replacements could not be granted annual or other increases normally associated with the higher position; now, they may.

Promotion Eligibility

Occasionally, when suitably qualified Canadians cannot be obtained for government positions of a specialized nature, the Commission appoints new Canadians or others who lack the normal citizenship or residence qualifications. These appointments are made by exemption and reported to Parliament. Previously such people were not eligible to compete for promotion in the public service. This was thought to be unfair since they entered on invitation to fill important posts and therefore authority was sought and received to admit them to promotion competitions.

Election Service

Normally, federal civil servants are not allowed to participate in elections, other than those at the municipal level. However, in certain localities, particularly in remote areas, civil servants may be the only persons suitable for appointment as substitute revising officers, deputy returning officers and poll clerks under the Canada Elections Act. Consequently, despite the restrictions which ordinarily obtain, authority was granted for them to so act, subject to certain conditions which have been carefully spelled out.

Suspension, Demotion and Dismissal

Through another change, an employee who has been suspended is to be given, within ten days of the commencement of the suspension, an opportunity to present his side of the case to the deputy head or a senior officer nominated by the deputy. Before, immediate suspension was not possible in cases where such action was obviously desirable, such as theft. The new section permits immediate suspension and at the same time, by providing employees with a right to be heard by a senior officer within ten days, sets up a safeguard against arbitrary action by a supervisor.

The same amendment also states that an employee who is threatened with demotion or dismissal shall be given a similar opportunity to present his side of the case to the deputy head or a senior officer nominated by the deputy.

ACKNOWLEDGEMENTS

The Commission is pleased to acknowledge the co-operation it has received in large measure during the past year from the various departments and agencies of the Government, from the officers of staff organizations, from veterans' organizations, from liaison officers, principals and teachers at high schools and universities and from newspapers, radio and television stations. Special thanks are extended to the hundreds of persons within and without the Service who have given so generously of their time to serve as members of rating boards. Special thanks are extended also to the members of the Commission's own staff who worked conscientiously and effectively throughout the year. In the trying period immediately following the explosion which wrecked the Jackson Building, the former premises of the Commission, their contribution was outstanding.

RUTH E. ADDISON
Commissioner.

PAUL PELLETIER
Commissioner.

Appendix A

NEW APPOINTMENTS BY DEPARTMENTS IN 1958

Department	War Service Preference	Others		Totals
		Males	Females	
Agriculture.....	50	569	361	980
Air Transport Board.....	2	3	7	12
Auditor General.....	...	7	2	9
Board of Transport Commissioners.....	3	8	11	22
Canadian Maritime Commission.....	...	1	...	1
Chief Electoral Office.....	2	15	36	53
Citizenship and Immigration.....	53	162	205	420
Civil Service Commission.....	6	11	61	78
Defence Production.....	8	45	83	136
Dominion Coal Board.....	1	1
External Affairs.....	5	67	95	167
Finance.....	35	136	487	658
Fisheries.....	40	84	47	171
Governor General's Office.....	1	1
House of Commons.....	...	1	...	1
Insurance.....	...	10	14	24
Justice.....	6	19	30	55
Labour.....	6	19	32	57
Mines and Technical Surveys.....	13	665	103	781
National Defence.....	609	1,647	2,456	4,712
National Gallery.....	...	3	11	14
National Health and Welfare.....	49	186	246	481
National Library.....	...	1	6	7
National Revenue (Customs and Excise).....	69	541	118	728
National Revenue (Taxation).....	17	252	1,774	2,043
Northern Affairs and National Resources.....	52	307	126	485
Post Office.....	460	2,192	622	3,274
Postmaster.....	36	40	54	130
Privy Council.....	1	6	6	13
Public Archives.....	...	5	3	8
Public Printing and Stationery.....	13	80	75	168
Public Works.....	293	467	99	859
R.C.M. Police.....	6	12	172	190
Secretary of State.....	5	48	51	104
Tariff Board.....	1	1	3	5
Trade and Commerce.....	19	160	211	390
Transport.....	195	919	282	1,396
Unemployment Insurance Commission.....	71	253	617	941
Veterans Affairs.....	346	477	946	1,769
Total.....	2,471(a)	9,419	9,454	21,344(b)

NOTES: (a) Of this number only 25 were women. Males having the war service preference represented 27.9% of all male appointments.

(b) Includes 547 seasonal appointments and 1,070 student and graduate assistants for summer employment.

Appendix B**FEDERAL GOVERNMENT EMPLOYMENT**

Departmental Branches, Services and Corporations
 Estimated Number of Persons Employed
 at September 30, 1958.

Salaried Employees under Civil Service Act	135,627
Salaried Employees not under Civil Service Act	13,825
Salaried Employees Locally Engaged Abroad	1,570
Atomic Energy Control Board	}
National Film Board	
National Research Council	
	<hr/>
	154,027
Prevailing Rate Employees	27,578
Ships' Officers and Crews	2,728
	<hr/>
	184,333
Casuals and Others	15,699
	<hr/>
	200,032

Source—Dominion Bureau of Statistics Memorandum
Federal Government Employment, September, 1958.

Appendix C

GEOGRAPHICAL DISTRIBUTION OF EMPLOYEES BY PROVINCES

Newfoundland	2,353
Prince Edward Island	672
Nova Scotia	7,247
New Brunswick	5,087
Quebec	23,427
Ontario	66,020
Manitoba	6,898
Saskatchewan	4,112
Alberta	8,039
British Columbia	12,801
Yukon and Northwest Territories	1,008
Abroad	792
Total	<hr/> 138,457

BY PRINCIPAL METROPOLITAN AREAS

Ottawa-Hull	33,818
Montreal	13,706
Toronto	12,755
Vancouver	7,134
Winnipeg	5,136
Halifax	4,835

Source—Dominion Bureau of Statistics

NOTE: These breakdowns are based almost exclusively on salaried employees under the Civil Service Act. The figures would be higher if other salaried employees, prevailing rate employees and the like were included but the Bureau of Statistics does not yet have complete information on these.

Appendix D**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Stott Building,
123 Water Street,
St. John's Nfld.
Phone: 7778

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: GE 2-2141

HALIFAX DISTRICT OFFICE

Ralston Building,
105 Hollis Street,
Halifax, N.S.
Phone: 3-9321

WINNIPEG DISTRICT OFFICE

Room 702, Winnipeg General
Post Office Building,
266 Graham Avenue,
Winnipeg 1, Manitoba.
Phone: WHitehall 3-4468

SAINT JOHN SUB-OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: 3-2769

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue & Rose Street,
Regina, Sask.
Phone: LA 2-0289

**MONCTON-ATLANTIC REGIONAL
OFFICE**

128 Highfield Street,
Moncton, N.B.
Phone: 4-8088

SASKATOON SUB-OFFICE

309-11 London Building,
Saskatoon, Sask.
Phone: CH 2-7771

MONTREAL DISTRICT OFFICE

685 Cathcart Street, Room 950
Montreal, P.Q.
Phone: University 1-2731

EDMONTON DISTRICT OFFICE

Room 767,
Federal Public Building,
107 Street & 99 Avenue,
Edmonton, Alberta.
Phone: 4-0251

QUEBEC SUB-OFFICE

Corner DuFort & Buade Streets,
P.O. Box 489,
Quebec, P.Q.
Phone: LA 2-5225

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alberta.
Phone: AM 6-3160

OTTAWA DISTRICT OFFICE

Stephen Building,
219 Queen Street,
Ottawa, Ontario.
Phone: 9-6-6128

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: MUtual 1-5251

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ontario.
Phone: Walnut 4-1471

VICTORIA SUB-OFFICE

Room 401, New Federal Building,
1230 Government Street,
Victoria, B.C.
Phone: EV 3-8522

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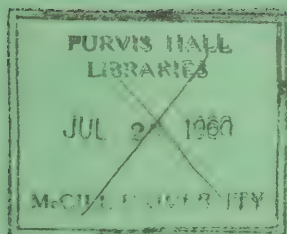
Government
Publication



ANNUAL REPORT

1959

CIVIL SERVICE COMMISSION OF CANADA





ANNUAL REPORT
1959

CIVIL SERVICE COMMISSION
OF CANADA



Price 25 cents Cat. No. SC1-59

Available from the Queen's Printer
Ottawa, Canada

To His Excellency Major-General Georges P. Vanier, D.S.O., M.C., C.D.,
Governor General and Commander-in-Chief of Canada.

May it Please Your Excellency:

The undersigned has the honour to lay before Your Excellency the accompanying report of the Civil Service Commission of Canada for the year ending December 31, 1959.

Respectfully submitted,

LEON BALCER,
Acting Secretary of State.

Ottawa, July, 1960.

Ottawa, July, 1960.

The Honourable Leon Balcer, P.C., Q.C.,
Acting Secretary of State for Canada.

Sir,—Pursuant to the provisions of subsection 4 of Section 4 of the Civil Service Act (chapter 48, Revised Statutes of 1952), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1959.

I have the honour to be, sir,

Your obedient servant,

SAM HUGHES,
Chairman.

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CIVIL SERVICE COMMISSION

ANNUAL REPORT 1959

PRINCIPAL DEVELOPMENTS

A significant event in 1959 was the appearance of the Commission before the Standing Committee on Estimates. This provided a welcome opportunity to explain our activities and practices and to answer the questions of Members of Parliament. It was the first such appearance in over twenty years and we share the view of the Committee that there should be more frequent opportunities for this kind of review.

In our opinion, they engender a spirit of understanding which is essential to the efficient operation of the merit system. Following the completion of the hearings the Committee produced a very helpful report and we are pleased to advise that many of its recommendations have been implemented. Details appear elsewhere in this Report.

During the year the Commission made 21,370 new appointments, this figure being almost identical with the number for 1958, 21,344. On the whole, however, it was somewhat more difficult to recruit suitable personnel this year. This is reflected in the fact that we conducted 4,750 open competitions in 1959 as compared with 4,041 in 1958, an increase of 709 or 17.5 per cent. Some of this increase is explained by the need to staff a number of new agencies and by a reduction in the number of continuing competitions, through which several vacancies are filled from the one eligible list. Some, however, is also attributable to the need for re-advertising in classes where shortages occur. The separation rate increased slightly from 12.1 to 12.8 per cent.

Among the 4,750 open competitions were 535 Canada-wide competitions (as compared with 401 in 1958) and 4,115 local competitions (as compared with 3,630 in 1958). Local competitions are competitions which are restricted to residents of a specific area. Nearly 20,000 of the 21,370 new appointments were to continuing positions, the remainder to summer and seasonal posts. Over three quarters of the 20,000 continuing appointments are explained by separations from the service. The others were caused by the introduction of new agencies and the expansion of existing activities. Male appointments numbered 11,809, female, 9,561. The recruiting situation is described in detail in the section on Personnel Selection.

At present, there are about 199,000 employees in federal government employment. This figure is down about a thousand from 1958. Of the 199,000, about 140,000 are subject to the Civil Service Act, all of them classified employees, except for a relatively small number in prevailing rate classes. The greatest concentration of public service employees are to be found in the Ottawa-Hull area, Montreal and Toronto. Women make up slightly over a quarter of the public service. Statistics on the various categories of civil servants and their geographical distribution may be found in Appendix B and Appendix C.

During the year the Commission gave its approval to a new plan of organization, commenced a thorough appraisal of its entire staff and launched an inter-departmental promotion competition to bring its officer establishment up to strength. These steps were prompted, in part, by the forecast introduction of a new Civil Service Act. They are described in the section dealing with the administration of the Commission.

REPORT OF STANDING COMMITTEE ON ESTIMATES

The principal features of the Committee recommendations are set out below, together with an indication of the action taken or contemplated. Where no action has been taken, the reasons are given. The recommendations follow the same order as in the Report.

Recruitment of Personnel

(a) The Committee felt that "greater emphasis should be placed on the qualities of experience and stability to be found in the more mature candidates". They believed, too, that some examinations were "so devised as to favour younger candidates". In making these points the Committee recognized, however, that "for certain positions it may be considered advisable to recruit employees from younger age groups".

When the Commissioners appeared before the Committee there were no recent statistics on the appointment of older workers. Two surveys have now been completed, one which indicates that older workers receive a good proportion of government positions and the other that, generally speaking, mature persons do as well on examinations as younger people.

The first survey revealed that some 4,000 of the 20,000 new appointments made in 1958, about twenty per cent, went to persons over forty years of age. Of these, 1,100 were over fifty years old. Short-term summer appointments for university students were excluded from the survey.

While encouraged by these figures the Commission believes they might have been higher were it not for the fact that most women over forty are married and not seeking employment and that most men over forty are satisfactorily situated elsewhere and not seeking a change. Another consideration is that the civil service tends to recruit at the bottom and promote from within, with the consequence that commencing salaries are not always attractive to the older worker.

To determine how older workers compared with younger workers on written examinations, the Commission made a detailed study of one competition which attracted a large number of people in various age groups. This revealed that older people received marks which were comparable to those for young people. It would seem, therefore, that given roughly the same educational standards and intelligence in the two groups, one does as well as the other.

It should be noted that there are now few age limits for entrance to the civil service. Those which once applied to clerks and other large groups were abolished some years ago. Those which remain apply to training classes, such as the lowest grades of foreign service officer and classes where physical fitness is of prime importance, such as firefighter. Following consideration of the Committee's recommendation even the need for these was reviewed and it may be expected no new

age limits will be imposed without the most compelling reasons. The Commission is fully cognizant of the fact that the civil service should set an example in the employment of the older worker.

(b) The Committee recommended that "the Commission encourage public officials and other leading citizens to submit character references on behalf of candidates".

The application form is being re-printed to make it clear that such character references will be welcomed by the Commission.

(c) It was the view of the Committee that unsuccessful candidates should be provided, on request, with an analysis of their examination results so that they "may take the necessary steps to improve their efficiency thereby enabling them to compete with more success in future competitions".

The Commission will supply an unsuccessful candidate with the results of his own examination if he so desires. It is not considered desirable, however, to communicate information which may reflect upon candidates other than those making the inquiry.

(d) The Committee noted that "in the event that a competition has been constructed or 'tailor-made' for an individual applicant, the Commission calls for a new competition and refers the incident to the officials of the department concerned". The Committee did not believe that this was "severe enough" and recommended that the "section of the Civil Service Act dealing with irregularities in examinations and appointments be strengthened so as to provide some form of disciplinary action in this regard".

The Commission doubts that such exceptional measures are necessary. Quite often a charge that a competition is "tailor-made" stems from a candidate who finds it difficult to accept the fact that he is not necessarily the best person for a particular post. On investigation, we find that very few such charges can be substantiated. The Commission will, of course, continue its vigilance and take corrective action wherever this is warranted. A more effective application of appeals procedure should provide all the safeguards that are needed in this area.

Application Form

The Committee drew attention to the following question on the application form: Have you ever been charged with offences other than minor traffic violations? They noted that "an applicant registering in the affirmative to this question, may have been charged with an offence but subsequently acquitted". In view of this they thought the question should be changed so that only convictions need be recorded.

The Commission is in complete agreement with this recommendation and has directed that the word "convicted" be substituted for the word "charged" on all re-prints of the application form.

Departmental Ratings

It was the opinion of the Committee "that a standard rating form should be adopted throughout the entire Civil Service" and that an employee should attest "that he has been informed of his rating and has discussed it with an officer of his department".

The Commission has set up an inter-departmental committee to study all aspects of employee rating, including rating forms. While most departments now use the form which was issued by the Commission three years ago, some claim that it is not flexible enough to meet their varying needs. The committee hopes to be able to overcome objections by developing a form or forms which will be acceptable to all. One problem is that the criteria which should be applied to scientists or research personnel are not necessarily the same as those for office workers. Perhaps there is a place for two or more forms for various groups of employees.

It is difficult, however, to get general recognition of the principle that all employees should be advised of their ratings. While several departments have complied with Commission requests that post-rating interviews be conducted with appropriate counselling, there are still many areas where this is not done and many employees complain that they have never been given any indication of the department's appraisal of their services. This is not, however, a matter over which the Commission has authority and consequently it can only use the arts of persuasion.

Nepotism Within a Department

The Committee noted that while the Commission had "no firm ruling which would prevent a department from employing several members from the same family" certain departments had taken the initiative in "discouraging such a practice". The Committee concurred in this action but thought there was a place for a regulation which would "discourage nepotism in the public service".

While the Commission believes there are very few abuses in this area, it has instructed its officers to be on the alert for any evidence of improper practice including nepotism or undue favouritism of any kind. As the Committee was no doubt aware there are some occasions when the employment of two members of the same family in the same department may be in the public interest. This is particularly so in small communities where, because of a shortage of say stenographic or nursing talent, failure to employ the wife or daughter of an employee might mean that essential posts would remain unfilled. The Commission agrees, however, that these are the exceptions to the rule and shares the view that, generally speaking, such situations should be avoided.

Departmental Competitions

The Committee reviewed the responsibility of personnel officers within a department and their influence in departmental competitions for promotion and observed that "in the interest of assuring impartiality and to avoid the possibility of favouritism, personnel officers should be rotated frequently between departments".

This recommendation touched on a matter which the Commission had been considering for some time. It was thought there might be some merit in placing departmental personnel officers on the staff of the Commission and have them report to it on all matters which concerned the Commission and to the deputy minister on all matters which were the exclusive concern of the departments. In order to ascertain whether the scheme was feasible the Commission arranged, through the co-operation of the Department of Citizenship and Immigration, to

assign one of its officers as chief of personnel for that department. He was accompanied by another Commission officer to assist with organization and classification matters. This experiment has not yet been completed but results to date have been most encouraging.

If the scheme proves to be practical, it would permit the Commission to adopt the rotation policy favoured by the Committee. It would also enable the Commission to scrutinize more closely the 5,000 or more promotion competitions which are conducted by the departments each year. These, of course, are now subject to audit by and appeal to the Commission but if Commission officers were attached to departments as directors of personnel there would be a more consistent practice and pattern throughout the civil service. Presently all chiefs of personnel, with the exception noted above, are members of the departments they serve which makes rotation difficult. In the meantime, as an interim measure, the Commission is opening up senior personnel posts which fall vacant to inter-departmental competition and this has tended to bring about some movement from department to department.

The Commission greatly appreciates the co-operation of the Department of Citizenship and Immigration. Its officers were most understanding when the current experiment was first broached and have contributed greatly to its early success. A similar measure of co-operation will, of course, be required from other departments if the expansion of the scheme proves to be warranted.

Delay in Filling Vacancies

The Committee observed that "positions on occasion remain vacant for lengthy periods despite an apparent attempt by the Commission to fill the vacancy" and noted that this might "encourage the pre-selection of certain applicants without regard to the usual procedure required by open competition". Because of this possibility, the Committee recommended that "there should be no undue delay in the calling of a competition to fill a vacancy in a required establishment".

Following receipt of this recommendation, the Commission took steps which will enable it to exercise a more careful control over initial departmental appointments without the usual open competition, known colloquially as "local selections". Departments are allowed to make such appointments when there is an urgent need and the Commission does not have qualified people immediately available. In future, subject to the provisions of a new Civil Service Act, the persons so appointed will be notified that their continued employment will be contingent on their qualification in a formal competition to be held shortly and that if they do not succeed they will be replaced. Indeed, they may be replaced even if they do succeed, if there are higher ranking candidates available and not sufficient vacancies to absorb all those on the eligible list. This procedure will protect the merit system and at the same time be fair to those "locally selected" since they will know in advance the conditions of their employment.

Appeals and Appeal Boards

(a) The Committee held the opinion that an appeal should be considered a "judicial process" and that "an appellant should not be discouraged from retaining legal counsel when appearing before an Appeal Board".

The Commission has directed that an appellant may be represented by counsel or other agent if he so desires.

(b) The Committee noted that an appellant may elect, as his representative, a Civil Service Staff Association and that this representative would sit as both judge and counsel during the course of the appeal. The Committee acknowledged that "the Commission has itself suggested an improvement of this system and we therefore recommend that this anomaly be removed at the earliest possible date".

As the Committee indicated, the Commission is considering a number of proposals to improve and strengthen the appeals system but thought it well to defer action until new civil service legislation is approved. The combination of judge and advocate is an anomaly which we are sure can be overcome.

(c) The Committee recommended "that the Staff Associations should provide a panel of advocates from which the appellant may be entitled to select his personal counsel". This recommendation followed the observation that under the present system "the employee may only choose a staff association as his counsel and is therefore denied a selection as to the individual who will represent him".

The Commission fully endorses the principle underlying this recommendation.

(d) The Committee recommended that "the officials appointed to act on an appeal board should be senior to the members of the original examining board".

A few weeks after the receipt of this recommendation the Commission issued a circular letter to departments which read, in part:

"The Commission notes that in nominating departmental representatives to serve on Appeal Boards departments have, in some instances, detailed officers who were junior in rank to or subordinate to members of the original Examining Board and this has, on occasion, given rise to criticism and embarrassment. It is considered that this practice is indefensible and the Commission requests that officers senior to those sitting on the Board of first instance be held in reserve for duty in the event of an appeal.

"It is realized that in examining for senior positions, only the senior officials of a department may be in a position to assess the candidates. Under such circumstances, Deputy Heads have, on occasion, arranged to have appropriate officials from other departments represent them on Appeal Boards and this arrangement has worked well".

(e) The Committee believed that, under certain circumstances, unsuccessful candidates were apprehensive in registering an appeal and that this "results from alleged discriminatory action against the appellant on a subsequent occasion". The Committee, while acknowledging that there was no evidence to suggest the degree to which such a situation may exist, asked the Commission "to reassure every appellant of his complete freedom against any such discrimination".

In response to this request, the Commission issued a circular letter to departments which contained the following:

"There is recurring evidence that unsuccessful candidates in various parts of the service, who feel they have legitimate grounds for complaint, have refrained from appealing or are apprehensive about filing appeals for fear of subsequent discrimination and reprisal. This

creates an unhealthy atmosphere which, it is felt, can only be dissipated with the full co-operation of all departments. The Commission accordingly urges Deputy Heads to make it known clearly to all staff that such discriminatory action will not be tolerated”.

Temporary Status

The Committee noted that temporary civil servants continue to be numbered in the thousands and recommended that “every effort should be made to reclassify those entitled to qualify under the regulations, so as to provide some assurance of employment stability to the individuals concerned”.

While virtually all the distinctions which once obtained between so-called temporary and permanent employees have been removed the Commission recognizes the desirability of placing all on the same footing. With this in mind, it hopes to prepare in 1960 a list of all satisfactory employees who lack an assured status and take steps to regularize their employment so that, when the new Act comes into force, all employees who are in positions of a continuing nature will be subject to the same terms and conditions of employment.

Organization and Methods Division

The Committee made three recommendations with respect to the Organization and Methods Division of the Commission.

First, it noted that this Division only enters a department on invitation and expressed the view, that, in addition, “surveys should be initiated by the Commission thus maintaining some assessment of those departments who are reluctant to invite such an examination”. At present, the Commission does not have the authority to act on this proposal but it might be recalled that the Commission’s Report on Personnel Administration suggested a periodic survey of every government department. This would be somewhat akin to an organization and methods study.

Secondly, the Committee advanced the opinion that general recommendations arising from the survey of departments “should be submitted to Parliament, so that it may be determined whether or not the recommendations have been acted upon”. This, of course, is a matter for Parliament to decide. In the Report on Personnel Administration it was suggested that the reports ensuing from the periodic inspections described above should be submitted to the Governor in Council as well as the department concerned, for any action deemed appropriate.

Thirdly, the Committee, while recognizing the useful function of the Organization and Methods Division, recommended that Parliament “give consideration to the appointment of independent consultants who will be authorized to analyze such matters as the administrative capabilities of the Commission, procedural methods and the general growth trend of the public service of Canada”. This is not a matter on which it would be proper for the Commission to comment. We can say, however, that we shall welcome any investigation by such persons and will give them our full co-operation.

Conclusion

In its concluding remarks the Committee drew attention to the following paragraph in the initial statement of one of the Commissioners: “It seems to us

that the Commission's greatest problem in the administration of the Act of 1918 has been to function in such a manner as to meet administrative needs for flexibility, and at the same time to ensure a career service based on the merit principle as provided for by law".

While concurring in this sentiment, the Committee could not agree that "the administrative needs or any other consideration designed to produce flexibility should provide cause for any basic deviation from the principle of the merit system". No basic deviation is contemplated.

PERSONNEL SELECTION

Staffing New Agencies

In 1959 the Commission recruited staff for a number of new agencies. Among these were the National Parole Board, the Emergency Measures Organization, the Board of Broadcast Governors and the National Energy Board. Both open and promotion competitions were used and, on the whole, we had good success in bringing their establishments up to strength despite the fact that a number of positions called for highly specialized backgrounds. In some cases, there were local positions to be filled as well as those at headquarters.

It was also necessary to obtain some 400 seasonal employees for the Taxation Division of the Department of National Revenue. They were required to man a new section in Ottawa which is designed to centralize and mechanize the annual processing of the income tax returns of wage earners. Because of the large number required, and in order to ascertain how many might be available in the event this unit had to be expanded later, special advertising in the form of an announcement to all householders in the Ottawa area was used.

Recruiting Situation

At the entrance levels for office workers, there was, generally speaking, little difficulty in attracting clerks and typists. Stenographers, however, remained in short supply. Trained office equipment operators were also difficult to recruit. The growing use of business machines is responsible for this shortage. In order to reduce it many junior operators were appointed for on-the-job training in departments.

At the professional level there were several shortage areas, notably in the fields of dietetics, home economics, physiotherapy, occupational therapy, psychology and nursing. Nursing classes received a salary adjustment late in the year and this may ease recruiting. Intermediate and senior positions involving scientific research or technical administration also posed a problem, particularly those requiring a knowledge of electronics or communications.

The Commission conducted two recruiting campaigns in the United Kingdom, one for marine engineers for the Department of Transport and the other for veterinarians for the Department of Agriculture. Both met with good success. They were undertaken after it was established that the positions could not be filled in Canada.

University Recruiting

As has been the case for some years, our university recruiting programme was quite successful. Our need for graduates remained fairly constant at about 600 and while the response was down slightly from 1958, the quality of applicants remained at an encouragingly high level. Consequently, we expect to be able to fill most positions without difficulty. The Government renewed the authority, which has been granted in recent years, to assist new appointees with their travel expenses to the place of employment and this will help appreciably.

The number of graduating students and young graduates trying the general examination for administrative classes, 780, was ten per cent less than the previous year. From these about 130 will be selected for assignment to such classes as Foreign Service Officer, Junior Administrative Officer, Finance Officer, Economist, Statistician, Customs Appraiser, Archivist and Civil Service Commission Officer.

Another 625 graduating students in civil, electrical and mechanical engineering competed for some 80 positions in these fields. In this case, the number of applicants was slightly higher than in 1958. This was expected since the number of graduating students in these three areas had increased considerably. Appointments will be made at the end of the university year next spring.

We also expect to fill some 75 junior positions in the technical research fields. In past years, recruiting for these was difficult so a new technique was adopted. All related research needs were combined in the one programme, brochures and circulars were prepared describing the positions and facilities, briefing conferences were held for the recruiting teams and, wherever possible, direct contact was made with the students. Information was obtained on the studies, marks, thesis and research potential of each candidate. Those selected for appointment will receive a detailed description of the position or positions which are open to them and the opportunities for progress and self-development. All indications point to the most successful programme in this field to date.

Despite the general success of the university campaign, it was again impossible to fill all departmental needs in the fields of meteorology, social work, library science, bacteriology, veterinary medicine and certain specialties in agricultural science. Although a number of appointments were made in each of these classes, it is doubtful that the shortages will be overcome entirely until such time as more young people enter these professions. There are not enough graduates to meet the public and private demands for their services.

To improve the situation in the Meteorological Service, the Commission continued the practice of hiring pass graduates with special training in mathematics and physics for appointment as meteorological officers. Some of these eventually go on to obtain honours degrees, at which time they may become fully-qualified meteorologists.

Summer Employment

Over a thousand graduate and under-graduate students were hired for summer employment. Most were drawn from the faculties of engineering, geology, agriculture and forestry. Many will work on survey parties and field studies. While this type of employment is designed to meet certain seasonal requirements, many

students enjoy their experience so much they return to the civil service on graduation. Under-graduates were offered \$245 to \$305 a month depending on the amount of university training they had and related experience. Post-graduate students received more than that. A number of seasonal customs positions in the Customs and Excise Division of National Revenue were also filled by university students.

Decentralization of Procedures

Late in the year the Commission gave authority to its district offices to complete competitions in the field and to issue certificates of appointment. This will enable the Commission to give a quicker, more efficient service to departments. Previously, competition reports had to come to headquarters for approval and issuance of the certificates. In preparation for the change, courses were conducted in Halifax, Montreal, Toronto and Edmonton, at which all field officers were present.

Promotion Competitions

During the year, 6,075 promotion competitions were held. Of this number, 5,808 were intra-departmental competitions and 267 inter-departmental. The total, 6,075 is the highest in the Commission's experience and almost 1,100 higher than in 1958. Inter-departmental competitions are conducted by the Commission and intra-departmental competitions by the departments concerned, subject to review by and appeal to the Commission.

The larger departments had, of course, the largest number of promotion competitions with 1,133 in the Unemployment Insurance Commission, 809 in the Post Office, 639 in National Defence and 628 in Transport.

The number of inter-departmental promotion competitions, 267, is one third greater than in the previous year and while this is desirable the Commission would welcome a greater development of this device. These competitions widen the opportunities for promising employees and reduce the danger of "in-breeding" in those departments where there is perhaps too much tendency to promote from within. The Commission hopes to conduct more inter-departmental competitions as it acquires and trains new staff.

Construction of Tests

During the year the section concerned with research and test construction prepared 69 new papers and continued its validation studies on the tests now in use. One project, indicative of the times, was to prepare a written examination to assist in the selection of suitable personnel for the operation of electronic data processing equipment. Several departments sought the guidance of the section in the preparation of written examinations for use in promotion competitions. The number of departmental requests for such assistance has been growing yearly and the Commission is pleased to comply with them.

Staff Turnover

In 1959, the separation rate in the civil service was 12.8 per cent as compared with 12.1 per cent in 1958. Excluding summer and seasonal appointments, the number of separations in 1959 was 18,124 as compared with 16,940 the previous

year, an increase of 1,184. Despite the increase, however, the separation rate in the civil service compares favourably with other large jurisdictions and is only a fraction of that for business and industry in general. It is also below the 14 per cent separation rate for 1957.

It should be noted that only about half of all separations are for voluntary or controllable reasons. The other half arise from such causes as death, retirement, ill health or termination of work. There was, however, some evidence that a greater number left the civil service to seek employment elsewhere than was the case in 1958.

APPEAL PROCEEDINGS

During 1959, 620 appeals were registered in 440 promotion competitions. In addition, there were 130 appeals in 86 competitions carried over from 1958, bringing the number dealt with during the year to 750. Of these 24 were sustained, 431 were disallowed, 53 were withdrawn, 46 were closed by other means, for example, through a change in the circumstances of the appellant, and 196 were carried over to 1960 pending re-examination of candidates or further investigation. Many of the latter were received late in the year.

The number of sustained appeals, 24, represents about 4.3 per cent of those heard and completed. It should be noted, however, that an appeal is shown as sustained only if the appellant is given the position or standing for which he or she has appealed. In another group of 103 appeals, involving 50 competitions, investigations revealed deficiencies in the examinations or other irregularities which led to re-examination by new boards. In these cases, it does not follow that the 103 employees who lodged the appeals will necessarily succeed in the re-examination but it does mean that they will be re-considered under independent auspices. Quite often, this is all they desire. This is a side of the appeal machinery which is sometimes forgotten when assessing its undoubted value.

In 1959, about 7.2 per cent of all promotion competitions were appealed. This compares with 7.8 per cent in 1958 and a ten year average of 7.7 per cent. Over half of the competitions were conducted in four large departments and the same four produced over half of the appeals. They were the Unemployment Insurance Commission with 115 appeals, Post Office with 98, Transport with 93 and National Defence with 85. Since most competitions are for relatively junior positions most appeals emanate from that level, but a number were also lodged against intermediate and senior appointments. Among these were 78 in the administrative classes and 30 in the professional classes.

The services of the Commission's district offices were used extensively in the local investigation and hearing of appeals. This reduces travel costs and permits more expeditious settlement. Locally-heard appeals numbered 147. Of these 33 were chaired by appeals officers who travelled from headquarters and 114 by the Commission's district personnel. Wherever investigation revealed situations requiring corrective action such matters were immediately taken up with the appropriate departmental officers.

In 1959, 1,090 employees in twenty-three departments were denied their annual increases and of these 34 registered appeals. Six were sustained, eighteen were disallowed, four were withdrawn and six were carried over to 1960. Each

year since 1955 the number of employees denied annual increases has dropped. In 1955 the figure was 1,811 as compared with 1,090 in 1959. This may indicate, in part, a growing willingness in the departments to release new personnel who, in their probationary period, do not demonstrate that they are likely to become efficient employees.

CLASSIFICATION AND COMPENSATION

Review of Estimates

Late in 1959, staff requirements for 1960-61 were examined by "establishment review committees" in conjunction with the preparation of departmental main estimates. These committees include a Commission classification officer as chairman, a departmental administrative or personnel officer, and a representative of the Treasury Board.

Following these deliberations a total of 142,991 continuing positions were approved for 1960-61. This was a net increase of 2,995 over the previous year. During the studies, 446 positions were deleted from existing establishments and 1,381 positions requested by the departments were, after careful study, not included in the establishments. The committees also recommended 7,417 changes in classification of positions, many of which were subject to review at a later date.

In addition to the changes in the main estimates, there were a number of other changes as a result of the creation of new branches or units within departments or of new boards such as the Board of Broadcast Governors and the National Energy Board. Following separate reports on these matters to Treasury Board, 438 continuing and 48 non-continuing positions were added to establishments and 232 were deleted.

During the year the Commission also studied in detail recommendations for the reclassification of "subject to review" positions which were contained in the main and supplementary estimates for the current year, 1959-60.

Position Classification

The Commission is constantly trying to improve its classification standards and for this purpose has a small unit which studies such matters as job evaluation, salary scales, working conditions and supplementary benefits. In order to make as much progress as possible an attempt is being made to combine the knowledge of departmental officials, who are expert in certain fields, with that of Commission officers who are skilled in the development and writing of standards. With the departments providing these experts on a short-term loan basis, it is possible to develop improved standards for many more classes than would otherwise be the case. During the year, new standards were published for a number of classes and about sixty more are under review. A major study was the development of a new salary and classification plan covering the employment and insurance functions in the Unemployment Insurance Commission.

In 1959, 57 new classes were established and 33 abolished. Changes in class title, accompanied in some cases by minor changes in compensation, numbered 130.

Salary Recommendations

In early summer, the Commission submitted salary recommendations to the Treasury Board covering most classes in the civil service. No action was taken on these recommendations. However, a number of adjustments were granted on the basis of separate recommendations, notably for 1,600 office equipment operators, 1,600 employees in the nursing classes, and 1,400 craftsmen of various kinds.

PAY RESEARCH

The Pay Research Bureau was created in 1957 to provide comparative data on compensation and working conditions in government, business, industry, and the professions. In May, 1959 the Bureau presented a report on the general salary situation which included general statistical data relating to employment, hours of work and earnings in the non-agricultural sectors of the national economy. In addition, there was information on rates of pay for office, operating and maintenance classes, as well as for employees in certain engineering, scientific and technical classes. This information was based on a comparison of duties and responsibilities of employees in private business with those of employees in the civil service.

During 1959, the Bureau also completed studies of salaries paid to university professors and to hospital employees. At the end of the year, reports were nearing completion on certain other classes, including meteorologists, veterinarians, translators, and classes connected with the accounting and auditing fields.

To a large extent, information for these studies was gathered on the basis of field surveys carried out by staff of the Bureau through visits to private firms, universities and hospitals. The excellent co-operation received at all levels was greatly appreciated and contributed materially to the usefulness of these surveys.

In conducting its studies, the Bureau makes the fullest possible use of information collected on a regular basis by other agencies of the Canadian Government, such as the Department of Labour and the Dominion Bureau of Statistics. With both these groups the Bureau works very closely in order to avoid duplication of effort wherever possible.

The Advisory Committee on Pay Research, chaired by a Commissioner and comprising representatives from the staff associations, Treasury Board and departments, held ten meetings during the year. This Committee advises the Commission on areas and classes for which research should be undertaken, on the distribution of reports and on other matters relating to techniques of pay research.

ORGANIZATION AND METHODS

Purpose and Growth

The Organization and Methods Division was formed in 1948 to provide a management consulting service for the federal government. In the past twelve years it has completed over 450 surveys in thirty departments and agencies. Some have been inter-departmental in character, covering activities which are common to several departments.

In 1959, the Organization and Methods Division completed 32 major surveys and a number of others were in progress at the close of the year. The 21 officers

in this section are equipped to give advice on virtually all aspects of administration ranging from simple matters like forms design to complex problems having to do with the re-organization of an entire division or branch.

Savings from this activity can never be precisely calculated. Some recommendations may simply lead to a better way of doing things without a significant change in the cost. There are, however, many savings which can be measured and the total of these far exceed the expense involved in providing the service. A very high percentage of all recommendations is acted upon.

Specialized Services

Because of the important part electronic computers are now playing and will play in the future, an electronics unit was introduced in 1956. Its purpose is to handle requests from departments for information and training on electronic data processing. Officers in this unit are specialists in electronics and systems analysis. The unit works in close co-operation with the Inter-Departmental Electronics Committee, for which it has already conducted a number of studies.

Another unit provides advice on office machines and their application. Contact is maintained with manufacturers to keep abreast of new equipment. Demonstrations and tests are arranged frequently. A monthly bulletin carrying descriptions of the latest developments in office machines, as well as articles on new procedures and methods, is prepared and circulated throughout departments.

Some of the experience gained over the years has been consolidated in convenient reference manuals for the use of administrative officers. The manuals published to date are: Forms Design and Control, Filing Services, Office Layout, Transcribing and Typing Services. An index of books and periodicals dealing with various aspects of organization and administration is also maintained for ready reference.

The kind of training required by those engaged in organization and methods work in the civil service is not available from outside sources. Therefore, to meet the needs of new recruits, as well as officers from departments which have their own small organization and methods units, an intensive three week course has been devised, followed by "on-the-job" training schemes. Courses are arranged as needed. Special courses have also been organized for visitors from foreign countries. Within the past few years, nearly forty countries have sent representatives to these, an indication of the interest aroused by the Organization and Methods Division abroad.

TRAINING AND DEVELOPMENT

Courses in Public Administration

As in previous years, the Commission conducted courses in public administration for junior, intermediate and senior officers at headquarters. In addition, four regional courses were held for field officers in Nova Scotia, Quebec, Southern Ontario and Alberta. Total enrolment was 252. Forty-two officers attended the central course for senior personnel at the Kemptville Agricultural School, including two from provincial governments and two from countries participating in the Colombo Plan.

Secretarial and Other Courses

In 1959, fifty employees attended junior secretarial courses, about 450 were given refresher courses in shorthand and typing and forty more were enrolled for a complete stenographic course at the Ottawa High School of Commerce. In the latter case, participants paid a nominal fee for instruction which was divided equally between "on duty" and "off duty" hours. The purpose of this training is to alleviate the persistent shortage of stenographers. Another 2,000 civil servants took the correspondence course in office management.

District Training

The Commission is gradually extending its training facilities to the field and in 1959 arranged workshops and study groups for district personnel in various classes, among them, personnel officers, staff training officers and supervisors of stenographic pools. Courses were held in Alberta, British Columbia and the North-west Territories. It is hoped, in time, to provide training opportunities for field personnel comparable to those at headquarters. With four fifths of the civil service outside Ottawa the need is apparent. Such training will have to be specially adapted to the requirements of field employees since frequently their problems are quite different to those at headquarters.

Foreign Visitors

During the year the Commission received 127 visitors from thirteen countries. Most of them came under the auspices of the Colombo Plan and the United Nations. All were studying various aspects of public and personnel administration. The majority came for a week or less, a few were here six months to a year. The groups ranged in size from three to twenty. In addition there were a number of brief contacts with students from other lands who were studying at local universities.

Educational Leave

Quite often it is not possible to provide, within the civil service, the kind of training required for various positions. In this case educational leave may be granted without pay, with half pay or with full pay. Employees may be sent to educational institutions, technical and professional institutes, management associations, the armed forces or to industry.

It is the responsibility of the Commission to pass upon departmental requests for such leave and to make recommendations to the Treasury Board when expenditure of public funds is involved. To do this, it must assess the need for the training, decide where it can best be obtained and satisfy itself that the most suitable employees are selected. In order that practices may be consistent throughout the civil service, the Commission works closely with officials of the National Research Council and the Defence Research Board, neither of which is subject to the Civil Service Act.

The purposes for which educational leave is granted are numerous and may have to do with such varied matters as electronic aeronautical aids, multiple digital computers, punched card operations and real estate appraisal. In other cases employees may be sent to universities to improve their skills or add to their knowledge, for example, in agricultural research. Still others may be selected for post-graduate training after it has been ascertained that qualified personnel cannot

be obtained through open competition. In recent years, too, there has been a growing need to send scientific personnel on refresher courses so that they can keep abreast of technological developments. In some of these fields advances have been so rapid employees might otherwise fall behind in their technical competence.

In 1959, 195 employees were sent to universities, 49 without pay, 105 with half pay and 41 with full pay. Of those on full pay, 34 were absent for less than three months. Another 468 obtained instruction from sources other than a university. Most of these courses lasted two weeks or less. Some thirteen departments participated in the educational leave programme.

Library Services

The Commission library expanded its holdings with a view to building up a good collection of material on public and personnel administration. A library bulletin was introduced and this has greatly increased the number of requests for books and periodicals, in the departments as well as the Commission. About three hundred volumes are currently on loan. From time to time, small collections are sent out for use on district training courses.

SUGGESTION AWARD PLAN

The year 1959 was the eighth in which employees have been contributing to the efficiency of their departments through the Suggestion Award Plan. This year, 850 awards were granted, amounting to \$33,000. Savings resulting from these suggestions were estimated at \$735,000, about \$85,000 more than was the case in 1958.

During the year the Suggestion Award Board asked the Commission's Organization and Methods Division to examine procedures followed in the various departments and agencies in dealing with suggestions. A comprehensive report was submitted and a number of changes are contemplated, some of which are designed to give more authority to the departments in the administration of the plan.

NEW REGULATIONS AND PROCEDURES

Sick Leave

Through an amendment to the Civil Service Regulations, an employee who has exhausted his sick leave may be permitted to anticipate future sick leave credits and draw upon them before they are earned up to a maximum of 15 or 18 days, depending on whether he is on a five or six day week. These credits may not be granted, however, unless an employee's absence has exceeded a continuous period of at least three days and they must be replaced before more sick leave is given. The advance may only be granted with the approval of the Civil Service Commission and there are other safeguards as well to ensure that the privilege is not abused. The amendment was recommended by the National Joint Council of the Public Service and is intended to reduce hardship for deserving employees in the event of prolonged illness.

Overtime

Through another amendment to the Regulations, provision was made to pay cash for overtime where circumstances make it impossible or inexpedient to grant

time off for such overtime during a 12 month period authorized by the Commission in consultation with deputy heads. Prior to the change cash payment could only be granted for accumulated overtime in excess of 100 hours. If an employee wishes he can choose at the end of the twelve month period to transfer his overtime credits to sick leave or special leave rather than take a cash payment.

Summer Hours

For many years the matter of early closing on hot summer days has been a vexed issue in Ottawa and across the country. Several alternatives were tried in an effort to introduce some uniformity in practices throughout the service none of which was completely successful. In the summer of 1959 a new system was adopted which is perhaps the best that can be devised from the point of view of both employer and employee. It worked well this year and will be used again in 1960.

Under this system a department is free to vary its summer hours in any manner it deems best provided the average work week throughout the year conforms to the hours established, which in most cases is $37\frac{1}{2}$ hours. In 1959 some departments chose to shorten their hours during the summer and lengthen them in other months. Other departments worked the normal number of hours but started earlier or shortened the noon hour, so that they might leave earlier. As a result, nearly all departments had an early closing and consequently there was a great reduction in the number of requests for special consideration on very warm days. Subject to the conditions described, departments are free to decide when the summer season will commence and terminate. If it suits their convenience, they may also vary the working hours in different parts of the country.

ADMINISTRATION OF THE COMMISSION

Following the presentation to the Government of the Report on Personnel Administration, the Commission reviewed its own organization and administration. It was felt that a number of changes were needed, particularly with a new Act in the offing which might impose new demands on the Commission.

After a great deal of study, it gave its approval to a new organizational structure, quite different from that now existing. Its chief feature is the fact that the functions of the two main branches, personnel selection and organization and classification, which directly serve departments, will be combined in a directorate of operations. This directorate will be responsible, under the Commission, for the recruitment, selection, placement and promotion of employees and the classification of positions. In other words, all the more common personnel functions will be centralized and this, in turn, should enable us to give a better, quicker service to departments. There will, of course, be other branches to deal with appeals, pay research, internal administration and so forth. The Commission expects to make the change to the new organization some time in 1960.

As a preliminary, it launched in mid-year an assessment program covering its entire staff of 660. The first step was the appraisal of some 200 officers. This will be followed in 1960 by an appraisal of the remaining staff. The purpose of the review is to assess the skills, training, aptitudes and interests of each employee so that he or she can be placed most effectively in the new organization. In order

to ensure objectivity in the assessments personnel officers were loaned by various departments to sit with Commission officers on the appraisal boards. The Commission is most grateful for the assistance of these experts. Senior Commission officers were reviewed by the Commissioners themselves.

When this appraisal programme was launched the Commission had a number of vacancies on its establishment. Following the review we were able to ascertain which positions could be filled by promotion from within our ranks and which could not. Subsequently, to fill the remainder, we conducted a service-wide promotion competition which attracted well over 700 applicants. From these we expect to select about thirty new officers for various branches. A few will also be recruited directly from the universities. These additions will bring our officer strength close to its full complement.

Apart from its headquarters in Ottawa the Commission has ten district offices and six sub-offices attached to the larger district offices. These field offices are concerned almost exclusively with recruitment and selection. During the year the Commission moved its New Brunswick district office from Moncton to Saint John with a sub-office remaining in Moncton. The Saint John area has a greater concentration of federal civil servants and this consideration prompted the move. Presently, the Commission has about 510 employees at headquarters and 150 in the field. Late in the year the headquarters returned to the Jackson Building from Number 1 Temporary Building whence it had gone following the explosion the year before.

In mid-year, the Commission acquired a new Chairman, the Honourable Samuel Hughes, Q.C. He succeeded A. D. P. Heeney, Q.C. who was re-appointed Ambassador to the United States.

ACKNOWLEDGMENTS

In addition to the acknowledgments which appear elsewhere in this report the Commission would like to express its appreciation to departmental officials who assisted us in many ways; to the staff associations for their representation on appeal boards and their co-operative approach to matters of mutual interest; to the universities, and especially the placement officers, for the great part they played in our recruiting campaign; to the high schools and other organizations which opened their doors to speakers from the Commission; to the hundreds of persons, both within and without the public service, who served so ably on our selection boards; to the prominent citizens from many fields of endeavour who spoke and led discussions at our training courses; to the newspapers and radio and television stations for their fair and generous treatment; and finally, and most important, to the staff of the Commission who worked so diligently and effectively throughout the year.

SAM HUGHES,
Chairman.

RUTH E. ADDISON,
Commissioner.

PAUL PELLETIER,
Commissioner.

Appendix A

NEW APPOINTMENTS BY DEPARTMENTS IN 1959

Department	War Service Preference	Others		Totals
		Males	Females	
Agriculture.....	49	634	322	1,005
Air Transport Board.....	2	2	3	7
Auditor General.....	1	8	—	9
Board of Broadcast Governors.....	—	4	3	7
Board of Transport Commissioners.....	1	2	6	9
Canadian Maritime Commission.....	—	1	1	2
Chief Electoral Office.....	—	1	—	1
Citizenship and Immigration.....	49	158	177	384
Civil Service Commission.....	3	24	86	113
Defence Production.....	9	54	116	179
Dominion Coal Board.....	—	—	2	2
External Affairs.....	7	63	68	138
Finance.....	15	175	428	618
Fisheries.....	22	65	51	138
Governor General's Office.....	1	—	1	2
Insurance.....	—	9	13	22
International Joint Commission.....	—	—	3	3
Justice.....	4	21	45	70
Labour.....	3	29	48	80
Mines and Technical Surveys.....	25	637	94	756
National Defence.....	466	1,467	2,358	4,291
National Energy Board.....	—	2	4	6
National Gallery.....	1	3	11	15
National Health and Welfare.....	24	160	228	412
National Library.....	—	4	5	9
National Revenue (Customs and Excise).....	42	418	124	584
National Revenue (Taxation Division).....	30	230	1,891	2,151
Northern Affairs and National Resources.....	43	421	141	605
Office of Commissioner of Penitentiaries.....	1	—	—	1
Post Office.....	512	2,083	701	3,296
Postmaster.....	20	49	40	109
Privy Council.....	2	11	15	28
Public Archives.....	—	6	2	8
Public Printing and Stationery.....	17	106	78	201
Public Works.....	221	564	97	882
Royal Canadian Mint.....	—	3	41	44
R.C.M. Police.....	—	28	179	207
Secretary of State.....	5	43	58	106
Tariff Board.....	—	—	1	1
Trade and Commerce.....	39	174	220	433
Transport.....	209	963	271	1,443
Unemployment Insurance Commission.....	114	443	748	1,305
Veterans Affairs.....	301	506	881	1,688
Total.....	2,238 (a)	9,571	9,561	21,370 (b)

NOTES: (a) Of this number only 20 were women. Males having the war service preference represented 18.8 per cent of all male appointments.

(b) Includes 1,142 Student Assistants for summer employment.

Appendix B**FEDERAL GOVERNMENT EMPLOYMENT, 1959**

Departmental Branches, Services and Corporations
 Number of Persons Employed
 at September 30, 1959.

Salaried Employees under Civil Service Act	136,856
Salaried Employees not under Civil Service Act	14,511
Salaried Employees Locally Engaged Abroad	1,515
Atomic Energy Control Board	}
National Film Board	
National Research Council	
	3,068
	<hr/>
	155,950
Prevailing Rate Employees	24,633
Ships' Officers and Crews	2,869
	<hr/>
	183,452
Casuals and Others	15,622
	<hr/>
	199,074

Source: Government Employment and Payrolls Section,
 Dominion Bureau of Statistics.

Appendix C

GEOGRAPHICAL DISTRIBUTION OF EMPLOYEES BY PROVINCES

Newfoundland ...	2,520
Prince Edward Island	676
Nova Scotia	7,211
New Brunswick	5,068
Quebec	23,756
Ontario	66,715
Manitoba	7,206
Saskatchewan	4,461
Alberta	8,527
British Columbia	13,248
Yukon and Northwest Territories	1,081
Abroad	906
<hr/>	
Total	141,375

BY PRINCIPAL METROPOLITAN AREAS

Ottawa-Hull	34,308
Montreal	13,732
Toronto	13,160
Vancouver	7,317
Winnipeg	5,366
Halifax	4,876
Edmonton	4,003
Quebec City	3,339
London, Ont.	3,292

Source: Government Employment and Payrolls Section,
Dominion Bureau of Statistics.

NOTE: These breakdowns are based almost exclusively on salaried employees under the Civil Service Act. The figures would be higher if other salaried employees, prevailing rate employees and the like were included but the Bureau of Statistics does not yet have complete information on these.

Appendix D**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Stott Building,
123 Water Street,
St. John's, Nfld.
Phone: 7778

HALIFAX DISTRICT OFFICE

Ralston Building,
105 Hollis Street,
Halifax, N.S.
Phone: 3-9321

SAINT JOHN DISTRICT OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: OX 3-2769

MONCTON SUB-OFFICE

Post Office Building,
Box 548, 1005 Main Street,
Moncton, N.B.
Phone: EV 4-8088

MONTREAL DISTRICT OFFICE

685 Cathcart Street, Room 550,
Montreal, P.Q.
Phone: UN 1-2731

QUEBEC SUB-OFFICE

Corner DuFort and Buade Street,
P.O. Box 489,
Quebec, P.Q.
Phone: LA 2-5225

OTTAWA DISTRICT OFFICE

Stephen Building,
219 Queen Street,
Ottawa, Ont.,
Phone: 9-6-6128

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.,
Phone: WA 4-1471

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: GE 2-2141

WINNIPEG DISTRICT OFFICE

Room 702, Winnipeg General
Post Office Building,
266 Graham Avenue,
Winnipeg 1, Man.
Phone: WH 3-4468

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue & Rose Street,
Regina, Sask.
Phone: LA 2-0289

SASKATOON SUB-OFFICE

309-11 London Building,
Saskatoon, Sask.
Phone: CH 2-7771

EDMONTON DISTRICT OFFICE

Room 767,
Federal Public Building,
107 Street & 99 Avenue,
Edmonton, Alta.
Phone: GA 4-0251

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alta.
Phone: AM 6-3160

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: MU 1-5251

VICTORIA SUB-OFFICE

Room 401, New Federal Building,
1230 Government Street,
Victoria, B.C.
Phone: EV 3-8522

Appendix E**CIVIL SERVICE COMMISSION LITERATURE****Available From the Queen's Printer**

Civil Service Act	25¢
Civil Service Regulations	35¢
Report on Personnel Administration	50¢
Annual Report, 1959	25¢
Civil Service Examinations	35¢
Information for Civil Servants	15¢
Forms Design and Control	75¢
Filing Services	50¢
Office Layout	50¢
Transcribing and Typing Services	50¢

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 Service Conditions and Benefits
 Citizenship and Residence Requirements
 Veterans' Preference
 Interesting Careers for High School Students
 Opportunities in the Foreign Service
 Opportunities for Graduates in Government Administration
 Opportunities for Graduates in Engineering and Physical Sciences
 Opportunities for Graduates in Agricultural Science, Biology and Chemistry
 Opportunities for Graduates in Meteorological Service
 Opportunities for Graduates in Law
 Opportunities for Graduates in Library Science
 Opportunities for Graduates in Medical Sciences, Dietetics and Social Work

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Government
Publications

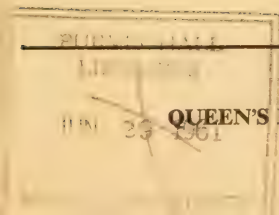


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To His Excellency Major-General Georges P. Vanier, D.S.O., M.C., C.D.,
Governor General and Commander-in-Chief of Canada.

May it Please Your Excellency:

The undersigned has the honour to lay before Your Excellency
the accompanying report of the Civil Service Commission of Canada for the
year ending December 31, 1960.

Respectfully submitted,

NOËL DORION,
Secretary of State.

OTTAWA, June, 1961.

OTTAWA, June, 1961.

The Honourable Noël Dorion, P.C., Q.C.,
Secretary of State for Canada.

Sir,

Pursuant to the provisions of subsection 4 of Section 4 of the Civil Service Act (R.S. 1952 cap. 48), I have the honour to submit herewith the report of the proceedings of the Civil Service Commission of Canada for the year ending December 31, 1960.

I have the honour to be, sir,

Your obedient servant,

SAM HUGHES,
Chairman.

1960 HIGHLIGHTS

- **New Civil Service Bill introduced in Parliament**
- **Salary increases**
- **171,754 applications in 4,939 open competitions**
- **21,410 new appointments**
- **21,324 promotions**
- **5,103 transfers**
- **Separation rate reduced to 10.5 per cent**
- **One third increase in appointment of older workers**
- **University programme most successful to date**
- **Organization and management surveys save \$5,500,000**
- **Internal re-organization of Civil Service Commission**

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INTRODUCTION

The year 1960 was marked by a number of significant events, the most important being the introduction in Parliament of a new Civil Service Bill based largely, although not exclusively, on the Civil Service Commission's Report on Personnel Administration which was submitted to the Government late in 1958. This bill, which is intended to replace the Civil Service Act of 1918, was held over for re-introduction at the next session of Parliament in order to allow more time for discussion of its various provisions. The Commission, in the meantime, commenced the preparation of draft regulations so that these might be ready for study and submission to the Governor in Council shortly after the bill is enacted. If changes are made in the bill, the regulations will, of course, have to be modified accordingly.

The year was also marked by salary increases for the great majority of civil servants under the Civil Service Act, about 130,000 in all. This, the first major revision since 1957, was one of the most generous on record and brought increases ranging up to \$2,500. For most, the increases ranged from 7 to 12 per cent. The revisions were approved by the Treasury Board following recommendations from the Commission, based on the findings of the Pay Research Bureau.

During 1960, the Commission conducted 4,939 open competitions, i.e. competitions which are open to the general public, made 21,410 new appointments, approved 21,324 promotions, effected 5,103 transfers and issued 792 acting pay certificates for employees who were asked to assume additional duties for a temporary period, e.g., during the absence of a superior. About three quarters of the new appointments were replacements for persons who had left the civil service.

The year saw the creation of one new department, the Department of Forestry which has as its nucleus the former Forestry Branch of the Department of Northern Affairs and National Resources and the former Forest Biology Division of the Department of Agriculture. A number of functions were also transferred from one part of the service to another, with the Board of Grain Commissioners moving from the jurisdiction of the Minister of Trade and Commerce to the Minister of Agriculture, the Economic and Technical Assistance Branch from the Department of Trade and Commerce to the External Aid Office under the Secretary of State for External Affairs and the Design Centre from the National Gallery to the Department of Trade and Commerce. The Commission assisted with the personnel aspects of these developments.

On the whole, recruiting was easier in 1960 than it was the previous year. The most noticeable improvements were in the large entrance classes, such as clerks, and at the university graduate level. At present, about ten per cent of all new university graduates compete for civil service positions, including a third of all the graduates in civil, electrical and mechanical engineering. While the Commission is gratified with this response it is mindful of the growing need for well-trained minds and consequently it hopes to induce even more of the better students to apply in future years.

The Commission is also pleased to report that there has been a one third increase in the appointment of older workers, that the separation rate in the civil service has been reduced to the lowest point in years, 10.5 per cent, and that as a result of departmental surveys by its Management Analysis Division savings in the order of \$5,500,000 have been made possible. Details on these and other developments will be found elsewhere in this Report.

Late in the year the Commission also effected a major re-organization of its own internal structure. This project had two objectives, the first to provide better and quicker service for the departments and others who have dealings with it and the second, to enable the Commission to cope with the expected requirements of a new Act with a minimum of disruption. On the basis of its early experience with the new organization, the Commission is confident these objectives will be met.

RECRUITMENT AND SELECTION

The Year in Summary

The year 1960 saw an improvement in the general recruiting situation, with a particularly good response in the large entrance classes. For example, a recent Canada-wide clerical competition for positions in Ottawa attracted 6,228 applications, this being the largest number in several years. In this case, it was necessary to arrange examinations in 68 centres across the country.

Perhaps the salary revision announced during the year was the chief reason for the higher response although more extensive advertising and the general state of the economy were also contributing factors.

In all, the Commission received 171,754 applications in 1960, an increase of 14,362 over the number for 1959, 157,392. This does not include applications filed in promotion competitions which are restricted to civil servants, although some of those now in the service did compete in competitions open to the general public. Applications from civil servants would, however, be a relatively small percentage of the total with the majority coming from the public at large.

Of these 171,754 applications, 61,666 were filed with Commission headquarters, mostly in competitions open to the entire country, while 110,088 were filed with our district offices in competitions restricted to specific areas. To compete in the latter, candidates must ordinarily be resident in the area concerned for at least a year.

During 1960 the Commission held 4,939 open competitions. The number applying in each competition varied from none in the case of some shortage classes to, as indicated, over 6,000 in a competition for clerks. The headquarters of the Commission conducted 874 of these competitions and the district offices 4,065.

As a result of these competitions, 21,410 new appointments were made which means that about one applicant in every eight (there were 171,754 applicants in all) obtained a position. Actually some new appointments in 1960 were made from eligible lists established in the previous year. These, however, are offset by the fact that some competitions in 1960 will result in appointments next year and therefore the one in eight ratio is reasonably accurate.

In the process of making these selections, the Commission marked 46,880 written examinations, conducted 56,611 oral examinations and administered 17,047 typing

tests and 8,841 shorthand tests. In Ottawa alone, around 60,000 persons visited our public information office and over 50,000 placed telephone calls to this office. Many thousands more were in touch with our district offices.

Shortage Classes

Despite the fact that the Commission had, on the whole, little difficulty in filling most of its positions, it would be misleading to suggest that there are no shortage classes. These are still quite numerous, particularly at the professional level, and it is not likely that all vacancies will be filled in the near future. For the most part, these are classes which are in short supply in private industry as well as government and consequently in some of these areas we shall probably have to be content, for some time to come, with our fair share of those available. The only other alternative would be to pay salaries well in excess of those paid elsewhere but this would not be in keeping with the Government's salary policy.

In the clerical and related classes, the shortage of stenographers persisted, although not in such an acute form as in previous years. Certain types of equipment operators, particularly communicators and punched card equipment operators, were also scarce. On the other hand, the shortage of typists has disappeared and for the first time in years there is a small surplus of qualified candidates.

To meet the need for radio operators in the Department of Transport, the Commission conducted a recruiting campaign in the United Kingdom. As a result of this, 37 were selected for appointment. This step was taken after it had been ascertained that a sufficient number could not be obtained in Canada. Indeed, there is still a shortage and it is possible that overseas recruiting will have to be considered again unless many more radio operators are trained in this country.

At the professional level, recruiting was difficult in the case of medical officers, dental officers, nurses, dietitians, nutritionists, home economists, librarians, social workers, economists, statisticians, veterinarians, pharmacologists, food technologists and bacteriologists. The scarcity was particularly noticeable in those positions which called for some experience as well as formal academic qualifications.

It was also difficult to attract personnel in research fields such as soils engineering, metal physics and solid state physics and young graduates in physics and mathematics for training as meteorologists. As indicated elsewhere in this Report, however, a new class structure has been developed for meteorologists, with a more attractive career pattern, and it is hoped that this will induce a growing number to enter this challenging field.

University Recruiting

The university recruiting programme was the most successful to date. About 500 new graduates are required for appointment in the spring and summer of 1961 and, except for those in a few shortage classes, it is expected that the campaign launched in the fall of the year will meet most of the needs without difficulty.

The written examination for the administrative classes in November attracted a record number of candidates, 922, this figure being over 18 per cent higher than the number for 1959, 780. Most of these were students in their final year of study although

some were graduates of recent years. From this group the Commission expects to select about 140 for appointment to such classes as foreign service officer, junior administrative officer, finance officer, economist and statistician.

The written examination for civil, electrical and mechanical engineers also attracted a record number of candidates, 714, compared with 625 in 1959. This response was particularly encouraging since this number represents over one third of all those graduating in these three fields, including a generous portion of the better students. Only about 70, or a tenth of those who competed, will be appointed so the Commission can afford to be selective. This is in marked contrast to the situation some years ago when it was almost impossible to obtain a sufficient number of well-qualified personnel.

During 1960 the Commission was also faced with a need for 80 graduates in the physical sciences, 115 in the biological sciences and 15 in forestry, mostly for research. In these cases it is customary to hold oral examinations only but every effort is made to obtain detailed information on the studies, marks, thesis and research potential of each candidate. Many research positions call for post graduate degrees.

On the whole, there was a good response in these competitions, particularly in the case of the physical sciences where the number of applications has increased threefold in the past few years. It is anticipated that virtually all vacancies in this field will be filled. It is hoped, too, to fill all forestry vacancies and most of those in the biological sciences. The latter create special problems owing to the need, on the one hand, for a large number of students with post graduate degrees and on the other, the relatively small number taking such degrees.

During the summer, the Commission again hired a large number of undergraduate and post-graduate students for short term employment. About 8,000 students applied and 1,354 were appointed, an increase of 212 over the previous year. The students were drawn from all faculties but mainly from engineering and the sciences. Many will work on survey parties and field studies. A good number return to the civil service on graduation.

As part of its re-organization, the Commission centralized virtually all aspects of the university recruiting programme in one section, thereby making it possible to have better co-ordination in the yearly drive. This is expected to pay good dividends in the years to come. Among other things, it is hoped to increase and develop the liaison with university placement officers and teaching staff.

Appointment of Older Workers

There has been a substantial increase in the appointment of older workers. Out of some 20,000 new appointments, nearly 5,300 went to persons over forty years of age and of these close to 1,700 were over fifty. This means that older workers received about 27 per cent of all new appointments, compared with approximately 20 per cent for some years past. In 1960 the number of older workers appointed, 5,300 was about one third higher than the figure for 1959, 4,000.

There are several reasons for this trend, among them the growing number of older workers who are applying in civil service competitions, the salary increases announced during the year which added to the attractiveness of government positions,

the careful construction of examinations to ensure that older workers may compete with younger workers on equal terms and the sharp reduction in age limits for entrance to the civil service.

As was pointed out in previous reports, the age limits which once applied to such classes as clerk, stenographer, typist, postal clerk, letter carrier, customs excise officer and immigration officer have been removed. While they were in existence some years ago they were a definite handicap for the older worker since these classes account for the great majority of new appointments to the civil service. They were removed by the Commission on the grounds that in most classes of work it is the men and women themselves and not their age which determine their suitability for employment.

In those classes where age limits still apply they are deemed necessary either because the work is of such a character as to require an unusual degree of physical fitness, for example, fire fighting and air traffic control, or because the training involved is of long duration. In the latter case it is not thought wise or economical to invest five or ten years in training a man or woman who would be eligible for retirement a few years later. This is true of some career posts. With these few exceptions, however, age limits in the civil service are a thing of the past and the Commission is constantly reviewing those which remain to ascertain if it would be in the public interest to make them less restrictive. In short, it can be said that there are no age limits for entrance to well over ninety per cent of all positions.

STAFF TURNOVER

In 1960 there was a substantial decrease both in the number of separations and in the percentage of separations. Excluding seasonal and student employees, only 14,962 left the service during the year. This amounts to a separation rate of 10.5 per cent. The most significant reductions were among those earning less than \$5,000 who left to seek employment elsewhere, among employees dismissed for cause, among those dissatisfied with working conditions and employees leaving to be married.

The rate of separation is the lowest in at least a decade. About ten years ago some changes were introduced in civil service statistical methods and consequently it is not possible to speak with precision on turnover rates in earlier years. In the last decade the separation rate has fluctuated between 16.1 per cent in 1953 and the present low of 10.5 per cent. Last year the separation rate was 12.8 per cent.

Close to half the 14,962 separations in 1960 were attributable to causes over which there can be little or no control, for example, retirement, ill health or termination of work. This means that the controllable separation rate has been reduced to less than six per cent and it is doubtful if it can ever be reduced much below that level. There will always be some movement from the civil service to private employment, as there is from private employment to the civil service, and within limits this is a desirable exchange. Also there will always be a significant number who resign, not through choice, but for personal reasons such as a change in the location of the husband or parents of the employee and a number will be dismissed.

In summary, turnover is not a problem in the civil service, except in a few highly specialized classes, and is only a fraction of that for business and industry in general. For example, it is less than a quarter of the rate for Canadian finance, insurance and real estate companies, a fairly comparable group of office workers.

In future years the Commission hopes to be able to submit a more precise report on the reasons for separations. At present, a fairly large number of employees leave the civil service without giving any reason and in other cases it is not certain that the ostensible reason for leaving always is the real reason. If more departments were to conduct "exit interviews" with employees who are about to leave the service a better analysis could be developed.

PROMOTIONS

During 1960 there were 6,119 promotion competitions. This is the highest number on record. Of these, 5,859 were intra-departmental and 260 were inter-departmental. For the most part, intra-departmental competitions are conducted by the departments concerned, subject to control and supervision by the Commission. On the other hand, inter-departmental competitions are conducted by the Commission itself since the candidates are drawn from several departments and there is a consequent need for central co-ordination of the examinations.

As indicated by these figures, the departments have, over the past decade, assumed an important role in the conduct of promotion competitions. Now, nearly all departments examine the candidates in their own intra-departmental competitions with the exception of a few classes which are still handled by the Commission. The delegation of this aspect of the promotion process to departments has done much to facilitate the filling of positions.

To illustrate, in detail, the work now being done by the departments in this area, it might be noted that, in 1960, the Post Office Department conducted 847 promotion competitions, Transport 740, Unemployment Insurance Commission 737, National Defence 529, the Customs and Excise Division of National Revenue 459, Veterans Affairs 426, the Comptroller of the Treasury 375 and Agriculture 337. The number of applications in these promotion competitions, and similar competitions in other departments, has not been recorded, since they are filed initially with the departments, but they would run into the tens of thousands.

It should be emphasized, however, that while there has been substantial delegation of the examining process, control remains with the Civil Service Commission to ensure that the departments adhere to the governing provisions of the Civil Service Act and Regulations. All intra-departmental competitions and the means by which they are advertised must be approved by the Commission, and the results of departmental examining boards must be submitted to the Commission for review before the promotion of a candidate is authorized. As another safeguard, there is an appeal period after every promotion competition, during which unsuccessful candidates may appeal to the Commission if they so desire.

Within the next year, the Commission plans a major review of all aspects of the promotion process throughout the civil service. Current policies, practices and procedures will be studied in an effort to simplify them where possible and at the same time ensure the observance of the merit system.

Of the 260 inter-departmental competitions conducted by the Commission, 98 were handled by our district offices and 162 by headquarters. In these, 5,225 applica-

tions were received, 1,399 by district offices and 3,826 by headquarters. The Commission also afforded direct assistance in the conduct of 143 intra-departmental competitions.

An interesting development in recent years has been the introduction of an advisory panel on senior appointments. This came into being early in 1958 when it was decided that greater co-ordination and planning was required in anticipating vacancies and filling positions at senior levels. It was also apparent that there was a growing need for a positive, continuing programme which would ensure that the best possible officers are selected for key positions, if necessary by promotion from one department to another or by recruitment from outside the service. In other words, it was agreed that the problem should be studied from the point of view of the service as a whole and not just in relation to specific departments taken separately.

The panel is composed of the three Civil Service Commissioners and four deputy ministers. Other deputy ministers are consulted from time to time. Meetings are held regularly and there is a permanent secretary to assist with the proceedings. In time, it is hoped to develop central records which will provide up to date information on the abilities and training of senior officers throughout the service. These will be of considerable help in determining whether a particular vacancy should be filled by promotion from within the department where it occurs, by inter-departmental competition or by a competition open to the public at large. Senior positions are regarded as those for which the maximum salary is \$15,000 or more.

The Commission is indebted to the advisory panel for its advice and assistance in filling senior positions which are of so much consequence to the service in particular and the country in general. The Commission itself has, of course, the sole responsibility for the selections.

APPEALS

Appeals Against Promotions

During 1960, 607 appeals were registered in 446 promotion competitions. In addition, 196 appeals in 129 competitions were carried over from the previous year, bringing the total on hand to 803. Included in the 803 are 152 carried over to next year, leaving the number completed at 626. Of these, 41 were withdrawn and 38 were closed by other means, e.g., through a change in the circumstances of the appellant.

Some 140 appeals were sustained by the Commission, that is, 140 appellants in 92 competitions had an opportunity to appear before a new examining board. After re-examination, 42 of these appellants received the position or place on the eligible list for which he or she had appealed.

Quite often, the privilege of re-appearing before an examining board (as was the case for all of the 140 appellants) is all the appellant desires since not all appeals are based on the claim that the appellant is the best person for a particular vacancy. Frequently, they take exception to the composition of an examining board or its procedure rather than the outcome. In these cases, if the Commission believes the appellant has good grounds for his views, it will order a new competition and while the appellant may not do any better in the second competition than he did in the first,

he is assured that he has had a fair and impartial hearing. Consequently, he is usually more disposed to accept the results. This is an aspect of the appeals procedure which is sometimes forgotten when assessing its value.

The appeals in which the appellant was successful in obtaining the position or place on the eligible list he was seeking (42) represent 6.7 per cent of those completed during the year (626). These 626 appeals grew out of 444 promotion competitions which means that appeals were lodged in 7.2 per cent of the 6,192 promotion competitions conducted during the year. The percentage of competitions on which appeals have been taken has remained almost constant over the past five years, the average being 7.4. The percentage of appeals allowed has also been quite stable. This is not surprising since any marked increase would lead to doubt as to the adequacy of departmental selection procedures. Over 95 per cent of all promotion competitions are conducted by the departments, all subject, however, to approval by the Commission.

As might be expected, the largest departments produced the most appeals with the result that about half of all appeals originated in the departments of National Defence, Transport, Post Office, in the Customs and Excise Division of National Revenue and in the Unemployment Insurance Commission. Apart from the fact that these departments conduct more competitions than smaller departments, their competitions often embrace wide geographic areas and usually attract large numbers of candidates. These factors add to the possibility of misunderstanding and consequently to the number of appeals.

During 1960, appellants were, for the first time, allowed to engage counsel to assist them in the presentation of appeals and a few availed themselves of this privilege. Counsel may attend the hearing to present or examine evidence and to cross-examine witnesses.

Extensive use was made of the services of the Commission's district offices in the local investigation and hearing of appeals, with 142 referred to them for this purpose. As in previous years the types of competition giving rise to appeals cover the entire range from junior supervisory and operating grades to senior technical, professional and administrative classes. Wherever investigation revealed situations either procedural or administrative requiring corrective action, these were brought to the attention of the appropriate officers.

Appeals Against Denial of Statutory Increases

During 1960, some 1,100 employees were denied statutory salary increases, that is, increases from one step to the next in a particular salary range. Such increases are usually granted at yearly intervals until the maximum of the range is reached. In a few of the lower grades such increases may be granted at semi-annual intervals. An increase may be withheld, however, if the deputy minister is not satisfied that the employee has "rendered meritorious service and increased his usefulness".

In the event of such a decision the employee may appeal to the Commission and in 1960, 68 availed themselves of this privilege. In addition, six appeals were carried over from the preceding year bringing the number considered to 74. Of these, 12 were allowed, and the increase granted, 22 were dismissed, 2 were withdrawn and 38 were carried over to next year. Nearly all of those which were carried over were received late in the year.

Appeals Against Application of Salary Revision

The Commission in 1960 dealt for the first time with appeals against the refusal of departments to grant their employees the full benefit of the general salary revisions. These denials were based on the following clause in the Treasury Board Minutes authorizing the revisions.

“That no increase shall be paid pursuant to this order unless the appropriate Deputy Head certifies that the employee or former employee, in respect of whom the payment is proposed to be made, has given satisfactory service; but where the Deputy Head does not so certify, the employee or former employee shall be paid at the same rate in the new range as that at which he was paid immediately prior to the effective date, or if no such rate exists, at the next higher rate in the new range”.

In short, departments were authorized to assign employees at some step in the new salary range which was lower than the one to which they would have been assigned had they received the full benefit of the revision. To illustrate, an employee who was at his maximum in the old range might be assigned at the minimum or some intermediate step in the new range.

While there is no provision in the regulations for an appeal against such decisions, employees who had been adversely affected were given an opportunity to present their side of the case to the Commission. This was done on the understanding that these cases would be heard by way of “informal appeal” and that the findings would be communicated to the deputy ministers of the departments concerned for whatever action they might wish to take.

As a result, some 75 employees in fourteen departments registered appeals. These were all received late in the year, following the completion of the general round of salary increases, and will be considered early in the new year.

PAY AND CLASSIFICATION*Salary Adjustments*

During the year the salaries of all civil service classes were reviewed. Comparisons were made with rates paid by private employers on the basis of information assembled by the Pay Research Bureau in several field surveys. The Commission's recommendations based on this review were approved by the Government and given effect over the period from April to August for the great majority of classes. The resulting salary rate adjustments ranged from little or no increase in the case of some classes (a relatively small number) to as much as 23 per cent in the case of certain senior scientific and administrative classes. More generally, the increases ranged from 7 to 12 per cent. About 130,000 employees under the jurisdiction of the Civil Service Commission received increases, most of them between \$200 and \$2,500 a year. The last previous salary adjustments of general application took effect in May, 1957.

Special Class Studies

The current year saw the completion of a major review of the class structure for meteorologists, meteorological officers and meteorological technicians. The aim was to establish clear and realistic definitions of responsibilities among the various

classes and grades, which would reflect recent changes in meteorological techniques and provide suitable career opportunities. The growing importance of meteorological services to the economic life of Canada has meant a steadily increasing need for meteorologists, a need that has for some time outstripped the supply of suitably qualified persons. The new classification plan is designed to increase the satisfactions and attractiveness of careers in meteorology and, as a consequence, is expected to assist recruiting. In the study, special attention was given to functions and processes which could be transferred from the most highly qualified officers to supporting officers and technicians.

Another major review was also completed. It concerned certain classes in the Unemployment Insurance Commission. As a result of this study a new classification and salary structure has been developed for those employees who are engaged in placement and insurance functions. The salary rates for these classes were arrived at by extensive cross-comparisons with well established classes in other departments. Approximately 4,000 employees in the Unemployment Insurance Commission are affected by the changes which, generally speaking, represent improvements in salaries resulting from a higher valuation of the work performed. The principal feature of the new schedule is the replacement of the old class, employment and claims officer, by three new classes: employment officer, claims officer and insurance officer. There was a fitness review programme to ensure that those who were moved into the new classes could meet the new, higher standards.

New Specifications

During the year the Commission issued new class specifications (duties and qualifications of positions) for twenty classes of work embracing 91 grades and revised six others embracing 26 grades. This output represents a substantial increase over the previous year and it is hoped to make still more progress next year and in succeeding years. The aim is to bring the standards or class specifications for the 1,800 classes in the civil service completely up to date within a few years and to increase their usefulness for those officers who have the day-to-day responsibility of classifying specific positions and recruiting staff.

In 1960 new class specifications were prepared for the following classes: assessor, claims officer, computing clerk, geographer, grain inspector, grain sampler foreman, grain weighman, home economist, civil aviation inspector, food and drug inspector, narcotics inspector, insurance officer, medical records librarian, meteorological officer, meteorologist, senior mint chemist, social worker, stenographer 3 (secretary), forest research technician and meteorological technician. Revised specifications were issued for the classes: bacteriologist, biologist, chemist, masters and mates examiner, laboratory animal keeper and librarian.

As an incidental result of classification studies during the current year, 78 new classes were created and 102 old classes abolished.

Review of Estimates

During the summer and fall departmental establishments were studied by "establishment review committees" in conjunction with the preparation of depart-

mental main estimates for 1961-62. Officers of the Commission serve as chairmen of these committees which include a departmental representative and a representative of the Treasury Board.

As a result of these studies, 144,858 positions were approved, a net increase of 2,682 over the previous year. During the deliberations, 613 positions were deleted from existing establishments and 1,390 positions requested by the departments were, after careful study, not included in the establishments. The committees also recommended 7,432 changes in classification, many on condition that they be subject to review at a later date.

PAY RESEARCH

Role of the Pay Research Bureau

The Pay Research Bureau was established to provide the Government, the Commission and staff associations with objective information on rates of pay and working conditions in government, business and industry. The findings of the Bureau are used by the Commission in developing its recommendations to the Government on the compensation and conditions of employment of civil servants. Now in its third year of operation the Bureau has become well established and its function generally accepted as an essential phase in the process of pay determination. Its work has served to facilitate informed discussion of compensation matters by the Commission, departments, Treasury Board and staff associations.

General Nature of the Work

In the performance of its duties, the Bureau undertakes each year general field surveys across Canada on rates of pay for key classes of employees in industry and in other government employment. It also conducts, as required, studies on the compensation, conditions of employment and personnel practices applying to specific classes of employees.

In suitable circumstances, the Bureau makes use of surveys by mail. However, it stresses the importance and necessity of field surveys in order to achieve accurate job comparisons and to gain an appreciation of personnel practices in industry and commerce. A high degree of accuracy in relating positions in the civil service to those outside is vital since the information thus obtained and communicated to the Government ultimately affects the compensation of more than 130,000 civil servants.

Advisory Committee on Pay Research

The Bureau works in close cooperation with the Advisory Committee on Pay Research. This committee, comprising both official and staff side representatives and chaired by a Civil Service Commissioner, held seven meetings during the year. The committee is concerned with such matters as the Bureau's annual report on the general salary situation, the development of appropriate survey techniques and the exploration of possible new survey methods.

Liaison With Government Departments

There is continuing contact with the Department of Labour and the Dominion Bureau of Statistics to enable the Pay Research Bureau to make full use of information

regularly collected by these agencies and to avoid duplication in the collection of data. Liaison is also maintained with the Armed Forces and representatives of the three Services were attached to the Bureau to help it provide the Department of National Defence with information on pay and working conditions.

Reports Completed

A number of important studies were completed during the year. In April the Bureau released its Report on the General Salary Situation as of October 1, 1959. The report contained findings based on data from a number of sources, including the general field survey carried out by officers of the Bureau in the winter of 1959-60. The field survey dealt with 79 classes of employees and extended to 177 establishments across Canada. It was considerably more extensive than the survey of the previous year when 160 establishments were visited and reports submitted on 44 classes. The establishments in the field survey are part of some 1,100 establishments which provided salary information for the report. In addition, the October 1, 1959 report contained information on many conditions of employment such as overtime practices, paid vacations, sick leave, pension plans, hospital-medical benefits and group insurance plans.

Early in the year the annual survey of hospital classes was undertaken and a report submitted to the Commission in May. A study of salaries paid to teaching staffs in Canadian universities was also completed. This entailed visits to fifteen universities. The report on this study was issued in June.

Other projects included special field surveys on rates of pay, conditions of employment and personnel practices affecting a wide variety of classes, among them translators, meteorologists, veterinarians, printing trades foremen and supervisors, penitentiary and gaol employees, police constables and air traffic controllers as well as a study of northern and isolation allowances.

Reports in Preparation

Considerable effort was devoted to the improvement of statistics on the composition of the civil service. Towards the end of the year, an extensive study of the educational qualifications of employees in a number of civil service classes was launched. Another major study concerns the measure and analysis of employer expenditures on employee benefits. Other studies now under way have to do with such classes as forestry officer, special exciseman, design officer, grain weighman, social worker and school teacher.

Relations with Outside Organizations

The Bureau has now been in existence for over three years and increasing use is being made of the information it has gathered on rates of pay and conditions of employment across Canada. Exchange of information on such matters on a confidential basis between the Bureau and Canadian industry is expanding rapidly and the Bureau has become established as a central point of reference for enquiries concerning rates of pay and conditions of employment of Federal Government employees. There is no doubt that private firms, professional societies, and provincial and municipal governments, many of whom were previously faced with requests for pay information

from several departments, appreciate having a central point for the exchange of such information. The Commission regards this as a highly desirable development inasmuch as it has produced closer cooperation between itself and the organizations upon which it must depend for the information it seeks during the course of surveys conducted by its Pay Research Bureau.

DEVELOPMENT AND ADMINISTRATION OF EXAMINATIONS

Test Construction and Research

During the year the Test Development Section prepared 92 written examinations for use in both entrance and promotion competitions. These tests are carefully devised by officers, all university graduates, who have had considerable experience and training in test construction. First, it is customary to analyze, in detail, the position or class for which the examination is being held so that the section may have a clear idea of the qualities and skills which are required for the effective performance of the duties. When necessary, advice is sought from experts in the particular field of work.

After this information has been obtained the construction of the test begins. Each question—and there may be over two hundred in one examination—has to be studied for its relevance to the qualities it is seeking to measure, the degree of difficulty and the time required for its completion. Each test must have a certain number of questions which are quite difficult, some of average difficulty and some which are not too difficult. Otherwise, the test is not selective since a question which can be answered by all candidates is of no assistance or is a question which cannot be answered by any candidate.

Similar considerations enter into the time element. A question may be selective if the time allotted is such that the candidate must do a certain amount of mental arithmetic to complete it but not if he has a more generous period. In the latter event virtually all candidates would be able to find the solution and consequently the item loses most of its value. Indeed, the questions are so carefully devised that it is possible to predict, in advance, with reasonable accuracy, the number of candidates who will pass any particular examination.

It should be noted, too, that the Commission is continually running what are called validation tests to ensure that the questions asked are, in fact, selective and are measuring what they are intended to measure. In most cases this must be done separately for English and French questions since a question in one language (for example, a question on vocabulary) may not have the same degree of difficulty in another. Consequently, a certain number of special questions must be developed in each language, apart, of course, from such areas as mathematics where the same questions can be used. Bilingual officers on the staff ensure that the examinations in the two languages are equivalent.

The Test Development Section is in frequent contact with other personnel agencies to keep abreast of developments and to introduce improvements wherever possible. It should be remembered, however, that written examinations are not a substitute for the judgment of an experienced selection officer and consequently they are normally used in conjunction with an oral examination. In many cases, of course, an oral examination alone is sufficient, particularly when filling the more senior posts.

The Commission also undertook a number of research projects during the year. In one case the university marks of engineering students, who competed for government positions, were studied in relation to their marks in the civil service competition. Despite the variations in the marking systems from university to university it was found that, in general, the better students also came out on top in our competitions, thereby helping to confirm the validity of Commission selection techniques and the adequacy of our examinations.

In another survey, the known capacity of employees now in the service was studied in relation to their marks in written examinations comparable to those which they would have to undertake if they were now entering the service. Again it was found that there was a close correlation between the results of the test and their day-to-day performance. This suggests that the examinations are effective in assessing potential worth.

In a third study of university graduates who have entered administrative positions in the civil service since the war it was found that nearly all had made good, and some, quite spectacular, progress. While the survey was limited in scope, it indicates that the civil service provides good careers for those who have the capacity for advancement. As circumstances permit, the Commission hopes to conduct more of these studies as a check on the effectiveness of its own performance in the selection and promotion of candidates.

Automated Processes

In recent years the headquarters of the Commission has had to process about 60,000 applications yearly. To assist with this work the Commission is making increasing use of electronic equipment. At present our installation has a staff of ten, and various types of equipment including card punches, sorters, verifiers, interpreter, collator, reproducer and an accounting machine. Thus far, this equipment has been used almost exclusively for national competitions although limited assistance is also afforded to certain district offices. For the most part, however, the latter process their own applications without reference to Ottawa.

These machines make it possible to conduct large scale competitions more quickly than would otherwise be the case and to do so with a much smaller staff than would be required if all operations were done manually.

As the applications are received a card is punched for each showing, among other things, the name, address, competition number, date of birth, sex, the language (English or French) in which the candidate wishes to be examined and the centre at which he wishes to try the examination. Shortly thereafter another card acknowledging receipt of the application is prepared, again by machine, and sent to the applicant. The machines are also used to screen out those who lack the advertised qualifications, for instance university graduation, or the statutory requirements, such as citizenship.

Following the closing date for the receipt of applications, the preparation for the examination begins. The cards are fed into the machines to show the total number of candidates, the number who wish to write in each language and the centres in which they wish to write. Then admission orders are prepared for each candidate and nominal rolls for each supervisor, listing the names of the persons who will be writing in his room. Both the admission orders and the nominal rolls are prepared by machine.

After the test the papers are marked mechanically. One machine records the number of questions correctly answered and another converts the scores into percentages. If there are two parts to the examination, with one part being worth 70 per cent and the other 30 per cent, the machines can "weight" the scores so that the final mark is a true reflection of the result. Those who pass the written test are then called to an oral examination.

When the examination itself is over, the machines are used to set up the eligible list in order of merit and to send out notices to the candidates indicating their success or failure. Statistics are kept as to the number of qualified candidates who were offered employment, the number who accepted and the number who refused.

While the primary purpose of the machines is to assist with examinations, they serve a variety of other needs. For example, a card record is maintained for every position under the Civil Service Act. This card shows the department, branch, unit and the geographical centre in which the position is located as well as its classification and certain other information. From this, it is a simple matter to determine the frequency distribution of positions by class, locality, salary level and the like. This information has many uses but is particularly valuable when salary adjustments are contemplated and it is necessary to know in advance the fiscal effect.

The Commission's Pay Research Bureau also relies on the machine facilities. With the help of punched cards, it is possible to ascertain quickly outside salary rates by industry, occupation and location. The machines can also convert hourly, daily, weekly or monthly salaries to a yearly figure to accord with civil service practice. Conditions of employment, such as the hours of work, and "fringe" benefits, such as vacation leave, can be studied in the same way.

While the machines are seldom engaged on any one task, they could be called upon, if necessary, to send out 21,000 application acknowledgments in a single day or 10,000 examination admission orders. In the years to come the Commission expects to make even more use of this versatile equipment, not only in its day-to-day operations, but for research, forecasting and planning.

Decentralization to Field Offices

With the passing of the years, the Commission's field offices are assuming an increasing measure of responsibility and are now handling a large portion of the total work load. In 1960, they conducted over four fifths of all Commission competitions and received about two thirds of all applications. In general, it might be said that they now conduct virtually all competitions for positions outside of Ottawa up to an intermediate salary level. Vacancies above that level as well as those in Ottawa are filled by headquarters.

In those classes for which they assume full responsibility the district offices initiate the competition, issue the posters and other advertising, conduct the interviews, make the selections, establish the eligible lists, offer employment to the successful candidates and issue the certificates of appointment, all without reference to Ottawa. This delegation of authority has done much to expedite the filling of positions and consequently the service to departments. With the same objective in mind, it is hoped to give these offices still more authority in the years to come.

The Commission has ten district offices and six sub-offices which are attached to the larger district offices.

ORGANIZATION AND MANAGEMENT

Management Analysis

During the year the Management Analysis Division, formerly known as the Organization and Methods Service, continued to operate as an advisory service which is available on request to all government departments and agencies. Since it was formed twelve years ago, the division has completed almost 500 surveys.

In 1960, 42 major surveys were completed, ten more than last year, and 36 were started, three more than last year. The potential and identifiable savings from the completed surveys exceeded \$5,500,000, about double the figure for 1959 and represent a saving of 26 dollars for each dollar of staff costs in the division. In addition there were the unmeasurable savings and benefits resulting from improvements in the quality and speed of the operations surveyed. Of all the proposals made in these surveys approximately 72 per cent were accepted for implementation and another 27 per cent were under consideration by departments at the end of the year. The surveys embraced a wide range of activity and included such matters as electronic data processing, records management, work measurement and typing and transcribing services.

In addition to the major surveys, 64 informal studies were undertaken. These require a day or two, perhaps a week to complete, and result in detailed advice, rather than full scale reports, on various aspects of management concern. The division also contributed substantially to training courses for civil servants and representatives from other countries.

Some years ago this division produced manuals for use in departments on filing, forms, office layout and transcribing and typing services. These have been printed and distributed throughout the public service and have, in addition, been sold by the Queen's Printer to business firms and government agencies in many countries. This year the filing manual was revised and reprinted.

Organization Analysis

The Organization Division was created late in the year as part of the general re-organization of the Commission. Preliminary work consisted of the development of terms of reference, the establishment of a list of tasks, the collection, preparation and study of papers on the techniques of organization analysis, and the assembly, verification and charting of data on the plans of organization of the departments and agencies of government.

Subject to the provisions of a new Civil Service Act and further discussions with appropriate authorities, the principal responsibilities of this division will be to undertake periodic reviews of the plans of organization of all departments, to carry out organization studies at the request of deputy ministers and to conduct research projects on the machinery of government based on the departmental reviews.

In December a start was made on a survey of the organizational structure of the Department of National Health and Welfare at the request of the two deputy

ministers concerned. At the close of the year a comprehensive report on the planning and implementation of the Commission's own re-organization was nearing completion.

TRAINING

Courses in Public Administration

This year the Commission again conducted its regular courses in public administration for junior, intermediate and senior officers at departmental headquarters. The course for junior officers was held principally in Ottawa with one final week on the premises of the Civil Defence College at Arnprior; the administrative courses for intermediate and senior officers were conducted entirely at Arnprior. The total enrolment for these courses was 107, of whom 41 attended the senior course. This latter group included three representatives from provincial governments and one from the British West Indies. In addition four district courses were held for field officers in the Maritimes, Quebec, Ontario and the Western Provinces with a total enrolment of 277. These courses were conducted in Halifax, Montreal, London and Banff respectively.

Secretarial and Other Courses

During the year, 95 employees attended junior secretarial courses and 685 were given refresher courses in shorthand and typing. The purpose of this training was to alleviate the continuing shortage of stenographers. Three courses in supervision were provided for officers in the junior administrative classes and equivalent classes. These had a total enrolment of sixty. About 1,600 enrolled for the correspondence course in office management.

Foreign Visitors

Courses and programmes were arranged for foreign visitors who numbered about 85. As is customary, most of them came under the auspices of the Colombo Plan and the United Nations. The amount of time which was spent in the Commission and in other departments, by arrangement with the Commission, varied from a few days to six months. Although most groups were small, generally numbering between five and ten, one large group of 23 senior officers from Nigeria visited the Commission for a week.

External Training

External training is provided for employees where it is needed to maintain or increase efficiency in their positions. The amount of financial assistance varies with the extent of the departmental need for the additional training. During 1960, 185 employees were given leave to attend university, 38 without pay, 93 with half pay and 54 with full pay. All requests for educational leave are submitted by the departments to the Commission which must be satisfied that such leave is in the public interest.

Another 179 employees obtained instruction from sources other than a university, generally for short periods. This figure is less than half of that for the previous year, perhaps because the increase in the Commission's in-service training programme has reduced the need for outside courses.

SUGGESTION AWARDS

The year 1960 was the ninth during which employees have been contributing to the efficiency of departments and agencies through the Suggestion Award Plan. This year 743 awards with an approximate value of \$27,600 were granted. Savings resulting from these suggestions were estimated to be in excess of \$500,000.

During the year the Suggestion Award Plan was examined in detail and it is expected that this study will lead to certain changes which will make the plan more attractive to both employees and departments.

EXPERIMENT IN PERSONNEL ADMINISTRATION

In the Report for 1959, the Commission announced that it had undertaken, in co-operation with the Department of Citizenship and Immigration, an experiment in personnel administration. It was decided to place a senior Commission officer in the department as chief of personnel and have him report to the deputy minister on departmental matters and to the Commission on those matters which have to do with the Civil Service Act, such as selection and classification.

At the outset it was not certain that the scheme was workable since the personnel officer has two superiors, each for a different purpose. In practice, however, it has worked very well, so much so that it has been decided to continue the system on a permanent basis in this department. At present three Commission officers are attached to the department with the senior one acting as chief of personnel and the other two as assistants.

Thus far, no serious weaknesses in the scheme have emerged and it has brought two distinct advantages. One is more rapid and more enlightened personnel service. The other is an increased measure of understanding between departmental officers and the Commission. This, it is thought, has helped both sides to reach better conclusions.

It is too early yet to say whether the system described above can or should be extended to other departments. At the moment the Commission is inclined to the view that the extension of the system, in time, to most if not all departments, will result not only in more expeditious but also in more knowledgeable service. However, it is not anticipated that any steps in this direction will be taken on a large scale until such time as it has been possible to gauge as accurately as possible the relative strengths and weaknesses of the current pilot scheme.

The Commission wishes to acknowledge its gratitude to the Department of Citizenship and Immigration for its willingness to participate in the experiment and its continued co-operation throughout. This has had much to do with the success of the scheme.

CERTIFICATION OF EMPLOYEES

Continuous Employees

Early in the year the Commission advised departments that all employees who had been assigned to continuous positions prior to November 1, 1959 who met all entrance requirements but who were under temporary certificate, were deemed to be

appointed when they had served a satisfactory probationary period. This action served to confirm the appointment of a large number of employees. Since November 1, 1959 candidates who meet all entrance requirements and who are appointed to positions of continuous nature are certified "continuous" and are deemed to be appointed on completion of a satisfactory probationary period, usually six months.

Long-Term Temporaries

While the status of long-term employees who have qualified for appointment has been clarified, and they are now deemed to be "continuous", action still has to be taken to regularize the employment of certain long-term employees who have not qualified.

For the most part, these are employees who were hired during and shortly after World War II to meet emergency needs without benefit of the usual competitive process. Some of them would have qualified for appointment in the meantime if they had had an opportunity to do so, but their situation is made difficult by the fact that many are in occupations and localities where there are few vacancies and consequently few competitions in which they could compete.

As the first step in solving this problem the Commission plans to ask the departments for a list of those who are still long-term temporaries. The Commission is consulting with the Department of Justice regarding this matter and it may be that an exemption from the normal competitive provisions of the Civil Service Act will be requested in order to place them on a continuous basis. In any event, there is a provision in the draft of the new Civil Service Act which, if approved by Parliament, will bring them under the Act as continuous employees.

Term Employees

Candidates appointed to positions of limited duration, for example, three months, are certified as "term" employees and the certificate of appointment authorizes employment for a definite period only. Similarly, if persons are selected to fill continuous positions and have not qualified by examination, such appointments are also made on a term basis. In such cases a competition is held and should the person who has been appointed temporarily not qualify or not be reached for appointment on the resulting eligible list, they are subject to replacement on two weeks notice. This procedure protects the merit system and is fair to those selected initially since they know, in advance, the terms of their employment.

Departments are allowed to make these temporary appointments, known as "local selections", when there is an urgent requirement and the Commission does not have qualified people immediately available. While there will always be a need for some local selections the Commission is pleased to report that their number has been reduced from 1,655 in 1959 to 288 this year.

RE-ORGANIZATION OF THE COMMISSION

During 1960 the Commission completely altered its own internal structure. The new organization was first contemplated about two years ago and is the product of much study and deliberation on the part of senior officers and the Commissioners themselves.

It was designed to improve the operations of the Commission under the present Civil Service Act with, however, an eye on the future so that it may be readily adapted to the demands of a new Act. The changes which may be required under the new Act are, of course, not yet known but it is likely that the modifications will be minor.

At present, the following are the principal functions of the Commission:

- (1) to test and pass upon the qualifications of candidates for admission to and transfer and promotion in the civil service;
- (2) to establish, as required, additional classes and grades of positions and classify them; and to divide, combine, alter or abolish existing classes and grades;
- (3) to recommend rates of compensation for new classes and propose changes in the rates for existing classes;
- (4) to report upon the organization or proposed organization of the departments or any portion of any department or of the civil service, and upon any proposed changes in such organization;
- (5) by regulation to prescribe working hours for each portion of the civil service; and
- (6) to make regulations governing the granting of leave of absence in case of illness or for other sufficient reason.

Currently over 130,000 employees are subject to the Civil Service Act, nearly all of them classified employees.

In re-organizing itself to discharge the functions just described the aim of the Commission was on the one hand, to provide quicker and better service to the departments and to reduce the number of branches, sections and officers with whom they have to deal, and on the other to separate the more reflective pursuits of the advisory services from the operational routine.

To accomplish the first objective the Commission has created a Directorate of Operations which is, in effect, an amalgamation of the former Personnel Selection Branch and the former Organization and Classification Branch. This "marriage" of the two main operating branches is the central feature of the new organization.

The Directorate of Operations is now responsible for virtually all the day-to-day services to departments, including recruitment, selections, promotions and transfers and in addition—and this is the important change—the classification of positions.

This Branch has five divisions. These are the Departmental Requirements Division, the Functional Division, the District Office Division, the Planning Division and the Advertising and Examination Division. It is much the largest branch with well over half the total staff of the Commission including the staffs in the sixteen field offices across the country.

Both the Departmental Requirements Division and the Functional Division have been divided into units, with six in the former and three in the latter. Those in the Departmental Requirements Division are organized on the basis of the departments they serve, those in the Functional Division on the basis of the classes they handle. To clarify this, at the risk of some over-simplification, it might be said that the units

in the Departmental Requirements Division deal with classes which are peculiar to the department or departments they serve while those in the Functional Division handle classes which are common to several departments or all departments.

As a consequence of this change, departmental personnel officers now have to deal, as a rule, with only one departmental unit. If the request concerns a "functional" class, the departmental unit refers it to the appropriate functional unit. The three functional units handle clerical and related classes, technical and scientific classes and general professional classes, for example, finance officers, statisticians, social workers.

In the past, it was necessary to deal with the Organization and Classification Branch on all classification matters and with the Personnel Selection Branch on all selection matters. Since these functions are now combined, it is hoped that this will expedite the service to departments appreciably.

There are three other divisions in the Operations Branch. The Planning Division is responsible for test construction and for the development of recruitment and selection procedures. It also advises on proposals to decentralize or delegate the powers of the Commission and on proposed exclusions in whole or in part from the terms of the Act.

The Advertising and Examination Division is responsible for the preparation of posters and newspaper advertisements and many of the clerical processes associated with examinations. The District Office Division supervises the activities of the field offices.

With one exception, the other branches, Appeals and Service Relations, Advisory Services, Pay and Standards, the Pay Research Bureau and the Administration and Personnel Branch are, as indicated earlier, more concerned with "staff" than "line" duties. The exception is the Administration and Personnel Branch which looks after the Commission's domestic needs.

The Appeals and Service Relations Branch deals with appeals having to do with promotion competitions, preservation of rights following abolition of positions and lay-off, denial of statutory salary increases and related matters. It is also responsible for the Commission's information and publicity programme and for liaison with staff associations, including the examination of submissions, arrangements for meetings and the study of employer-employee relationships. There are three divisions in this Branch, Appeals, Public Relations and Staff Relations.

The creation of this Branch was prompted by a decision of the Commission to enlarge the functions of the Appeals Division and to pay increasing attention to the important activities of the staff associations. It will be recalled that the proposed Civil Service Act broadens the basis for appeals and it is also possible that some changes in the composition and procedure of appeal boards will be introduced. This branch is now studying these matters as well as ways and means to improve day-to-day liaison with staff associations without, of course, cutting off their traditional access to the Commissioners themselves whenever such is required.

The Advisory Services Branch will study the present and proposed organization of departments and agencies, provide a consulting service for departments on various aspects of management, conduct centralized training, co-ordinate staff training and

development programmes throughout the service, study requests for educational leave and supervise the secretariat of the Suggestion Award Board of the Public Service.

It is composed of four divisions, the Organization Division, Management Analysis Division, Staff Development and Training Division and Incentive Awards Division. Currently the latter is only concerned with suggestion awards but it may be expanded later to provide other forms of recognition. The former Organization and Methods Division is now a part of the Advisory Services Branch and is known as the Management Analysis Division.

The Pay and Standards Branch has two divisions, the Pay Division and the Standards Division. The first is responsible for the development of recommendations on rates of pay, allowances and employment conditions generally, including various types of leave, hours of work and overtime. The leave section was formerly attached to the Secretary's Office; now all these related matters are centralized in the one division.

The Standards Division is concerned with the development of class specifications (duties and qualifications of positions) for the use of the Operations Branch in its classification and selection work. It also recommends appropriate changes in existing classes and when necessary the creation of new classes. In time this division hopes to add greatly to the existing stock of specifications and to improve the techniques of job evaluation generally.

Under the new regime, there is no change in the functions of the Pay Research Bureau. As in the past, it is responsible for providing the Government, the Commission, departments, staff associations, and others concerned, with objective information on compensation and working conditions in government, business and industry; and for assembling and analyzing evidence of trends in pay and working conditions in industry, in order that the need for changes in terms of government employment may be anticipated and assessed. In brief, it provides much of the information which the Pay and Standards Branch uses in formulating its recommendations on pay and working conditions.

The Administration and Personnel Branch, as was stated, is concerned with the internal operations of the Commission, including personnel administration, accounting and supplies, stenographic services, the library, records and statistics.

The Secretary's Office reports to the Commissioners upon the operations of the Civil Service Act and Regulations, drafts regulations, prepares and edits submissions to the Treasury Board and Governor-in-Council and provides formal secretarial services.

Before the new organization was implemented all members of the staff, about 680 in all, were appraised so that they might be placed in the most appropriate branch, division and position in the new organization.

The first step was the appraisal of some 200 officers. This was followed by an appraisal of the remaining staff, in district offices as well as headquarters. In order to ensure objectivity in the assessments personnel officers were lent by various departments to sit with Commission officers on the appraisal boards. Senior officers were appraised by the Commissioners themselves. The appraisal programme included inter-

views, supervisory assessments and, for many, a written test as well. The findings proved invaluable in the placement of personnel in the new organization and will be of continuing use for many years to come.

At the close of the year there were still some minor problems to resolve but the Commission has good reason to believe that the new organization will bring substantial improvements in its services to the departments, the public and all those who have dealings with it.

ACKNOWLEDGMENTS

In concluding this Report, the undersigned would like to thank all those who have contributed to the work of the Commission. Among these are departmental officials, personnel officers, staff association representatives, the private citizens who have served on our examining boards, the speakers at our various training courses, Canadian Legion representatives, the communications media and most important, our own loyal and competent staff.

SAM HUGHES,
Chairman.

RUTH E. ADDISON,
Commissioner.

PAUL PELLETIER,
Commissioner.

Appendix A

NEW APPOINTMENTS BY DEPARTMENTS IN 1960

Department	War Service Preference	Others		Total
		Males	Females	
Agriculture.....	44	649	316	1,009
Air Transport Board.....	—	2	4	6
Auditor General.....	1	9	2	12
Board of Broadcast Governors.....	—	6	7	13
Board of Transport Commissioners.....	—	6	10	16
Canadian Maritime Commission.....	—	—	2	2
Chief Electoral Office.....	4	6	9	19
Citizenship and Immigration.....	28	187	186	401
Civil Service Commission.....	—	13	60	73
Defence Production.....	11	55	95	161
External Affairs.....	18	60	93	171
Finance.....	13	195	469	677
Fisheries.....	16	103	44	163
Governor General's Secretary.....	—	—	1	1
House of Commons.....	3	10	1	14
Insurance.....	—	9	10	19
Justice.....	2	40	41	83
Labour.....	1	29	52	82
Mines and Technical Surveys.....	12	675	112	799
National Defence.....	487	1,511	2,163	4,161
National Energy Board.....	1	7	4	12
National Gallery.....	6	6	11	23
National Health and Welfare.....	24	214	249	487
National Library.....	—	—	4	4
National Revenue (Customs and Excise).....	70	465	107	642
National Revenue (Income Tax).....	19	273	1,068	1,360
Northern Affairs and National Resources.....	28	436	155	619
Post Office.....	409	1,814	298	2,521
Postmaster.....	9	73	50	132
Privy Council.....	6	10	7	23
Public Archives.....	1	9	11	21
Public Printing and Stationery.....	6	51	82	139
Public Works.....	210	520	85	815
Royal Canadian Mint.....	—	4	2	6
Royal Canadian Mounted Police.....	—	27	209	236
Secretary of State.....	1	29	56	86
Senate.....	1	4	—	5
Trade and Commerce.....	40	242	250	532
Transport.....	241	1,083	289	1,613
Unemployment Insurance Commission.....	71	400	619	1,090
Veterans Affairs.....	286	477	1,045	1,808
Total.....	2,069 ^(a)	9,709	8,278	20,056 ^(b)

NOTES: ^(a) Of this number only 13 were women. Males having the war service preference represented 21.3% of all male appointments.

^(b) Includes 1354 Student Assistants for summer employment.

Appendix B**COMPOSITION OF THE PUBLIC SERVICE**

As of September 30, 1960

Employees under Civil Service Act	
(a) Full-time and official part-time.....	130,565
(b) Others (including Student Assistants).....	1,388
Salaried employees not under Civil Service Act	
(a) In Canada.....	20,473
(b) Locally engaged abroad.....	1,440
	<hr/>
	153,866
Staffs of Atomic Energy Control Board, National Film Board, National Research Council.....	
	3,147
Prevailing Rates Employees.....	24,172
Ships' Officers and Crews.....	3,038
Casuals and others.....	13,939
	<hr/>
Total, exclusive of Crown Companies.....	198,162
Crown Companies.....	146,200
	<hr/>
Total, Civilian Public Service.....	344,362

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix C

GEOGRAPHIC DISTRIBUTION OF PUBLIC SERVICE

As of September 30, 1960

	Salaried Employees	Prevailing Rates Employees	Ships' Officers and Crews	Casuals and Others	Total	Crown Companies	Grand Total
Newfoundland.....	2,767	637	260	1,155	4,819	6,199	11,018
Prince Edward Island..	728	280	158	142	1,308	1,005	2,313
Nova Scotia.....	7,919	3,162	978	1,908	13,967	5,918	19,885
New Brunswick.....	5,448	1,040	180	571	7,239	7,930	15,169
Quebec.....	25,140	4,031	529	2,044	31,744	35,131	66,875
Ontario.....	73,500	7,163	141	3,221	84,025	43,407	127,432
Manitoba.....	7,725	1,375	46	947	10,093	16,683	26,776
Saskatchewan.....	5,540	721	—	315	6,576	6,522	13,098
Alberta.....	9,761	2,260	13	1,012	13,046	7,411	20,457
British Columbia.....	14,818	2,622	700	1,237	19,377	7,235	26,612
Yukon and Northwest Territories.....	1,318	881	33	1,230	3,462	318	3,780
Abroad.....	2,349	—	—	157	2,506	8,441	10,947
Total.....	157,013	24,172	3,038	13,939	198,162	146,200	344,362

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix D

GEOGRAPHIC AND SEX DISTRIBUTION OF EMPLOYEES UNDER CIVIL SERVICE ACT*

BY PROVINCES

	Male	Female	Total
Newfoundland.....	1,907	340	2,247
Prince Edward Island.....	492	116	608
Nova Scotia.....	4,887	1,738	6,625
New Brunswick.....	3,541	1,027	4,568
Quebec.....	16,442	4,725	21,167
Ontario.....	43,490	20,461	63,951
Manitoba.....	4,830	1,655	6,485
Saskatchewan.....	2,605	789	3,394
Alberta.....	5,704	1,954	7,658
British Columbia.....	8,915	3,250	12,165
Yukon and Northwest Territories.....	727	172	899
Abroad.....	617	181	798
Total.....	94,157	36,408	130,565

BY PRINCIPAL METROPOLITAN AREAS

	Male	Female	Total
Ottawa-Hull.....	20,974	13,822	34,796
Montreal.....	9,837	2,862	12,699
Toronto.....	9,282	2,838	12,120
Vancouver.....	5,094	1,769	6,863
Winnipeg.....	3,815	1,353	5,168
Halifax.....	3,223	1,393	4,616
Edmonton.....	2,597	973	3,570
London, Ont.....	2,197	893	3,090
Quebec City.....	2,138	713	2,851
Victoria.....	1,878	899	2,777

* Excludes 1,388 Student Assistants and others, certified under Civil Service Act, but not in full-time and official part-time positions.

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix E**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Stott Building,
123 Water Street,
St. John's, Nfld.
Phone: 7778

HALIFAX DISTRICT OFFICE

Ralston Building,
105 Hollis Street,
Halifax, N.S.
Phone: 423-9321

SAINT JOHN DISTRICT OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: OX 3-2769

MONCTON SUB-OFFICE

Post Office Building,
Box 548, 1005 Main Street,
Moncton, N.B.
Phone: EV 4-8088

MONTREAL DISTRICT OFFICE

1165 Bleury Street,
Montreal, P.Q.
Phone: UN 1-2731

QUEBEC SUB-OFFICE

Corner DuFort and Buade Street,
P.O. Box 489,
Quebec, P.Q.
Phone: LA 2-5225

OTTAWA DISTRICT OFFICE

Stephen Building,
219 Queen Street,
Ottawa, Ont.,
Phone: 9-6-6128

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.,
Phone: WA 4-1471

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: GE 2-2141

WINNIPEG DISTRICT OFFICE

Room 702, Winnipeg General
Post Office Building,
266 Graham Avenue,
Winnipeg 1, Man.
Phone: WH 3-4468

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue & Rose Street,
Regina, Sask.
Phone: LA 2-0289

SASKATOON SUB-OFFICE

309-11 London Building,
Saskatoon, Sask.
Phone: CH 2-7771

EDMONTON DISTRICT OFFICE

Room 767,
Federal Public Building,
107 Street & 99 Avenue,
Edmonton, Alta.
Phone: GA 4-0251 Ext. 293

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alta.
Phone: AM 6-3160

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: MU 1-5251

VICTORIA SUB-OFFICE

Room 401, Federal Building,
1230 Government Street,
Victoria, B.C.
Phone: EV 5-6787

Appendix F

CIVIL SERVICE COMMISSION LITERATURE

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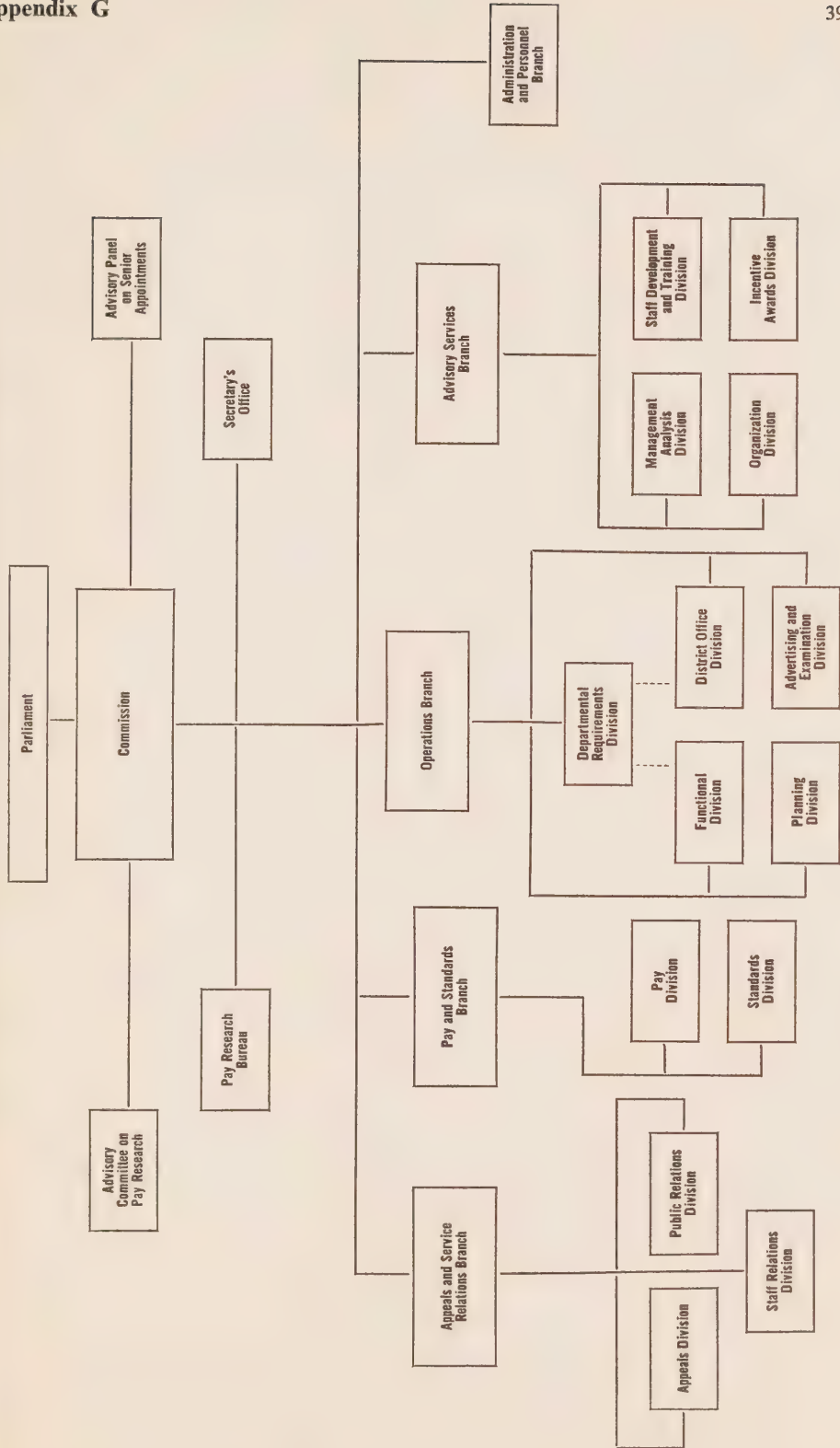
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- Citizenship and Residence Requirements
- Veterans' Preference
- Interesting Careers for High School Students
- Opportunities in the Foreign Service
- Opportunities for Graduates in Government Administration
- Opportunities for Graduates in Engineering and Physical Sciences
- Opportunities for Graduates in Agricultural Science, Biology and Chemistry
- Opportunities for Graduates in Meteorological Service
- Opportunities for Graduates in Law
- Opportunities for Graduates in Library Science
- Opportunities for Graduates in Medical Sciences, Dietetics and Social Work

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Annual Report

Civil Service Commission of Canada

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INTRODUCTION

The new Civil Service Act was brought into force on April 1, 1962, and the Civil Service Commission has operated under the new legislation since that date. The new Regulations that were drafted after discussion and consultation with the various interested parties during the early part of the year became effective on that date as well. While it has been necessary to recommend a number of changes and additions in certain sections, it is evident, after some months of experience in their application, that they satisfactorily supplement the new Act. A brief description of the Regulations may be found in Appendix A.

The program for recruiting university graduates was most successful in 1962. More than 2,500 students applied for full-time positions in various departments that require appointees with this training and about 550 were appointed. However, the activities of recruiting from inside and outside the service were curtailed somewhat during the last six months of the year because of the emergency staff control program. Its effect was evident in the reduction of the number of competitions open to the public and those open to promotion within the service as compared with the figures for the previous year; there were 3,553 open competitions and 5,284 closed competitions this year compared with 4,365 competitions and 6,431 (revised figure) closed competitions last year. Nevertheless, during the year the Commission made 19,338 new appointments, 9,031 promotions and 1,349 transfers. As has been the case for a number of years the Commission had difficulty in filling positions that require special training or experience. During 1962 this was particularly true for northern service officers and hospital and health administrators.

The cyclical salary reviews of all classes, except those in the postal, immigration, crafts and maintenance group, were completed during the year. Knowledge gained in this part of the initial cycle showed that although some changes may be necessary, the four part cyclical review is generally acceptable to those concerned. The reviews of the salary situation that were made after April 1 were done in accordance with the new Act and they were the subject of consultation with the appropriate staff association representatives before recommendations for changes were made by the Commission. The staff associations under this new procedure receive a copy of the Commission's recommendation at the same time as it goes forward to the Governor in Council. Some changes must be made to eliminate problems that have to do with pay and conditions of service which were also the basis for consultation during the year; some of these are described in this report.

There were limited appeal procedures before April 1, 1962, but the new Act, for the first time, gave employees the statutory right to appeal decisions affecting promotion, salary increases, transfer, suspension, demotion or dismissal. Although the number of opportunities for appeal increased, no detailed com-

parison of 1962 with 1961 is made since the present procedure for appeals has been in existence only during the last nine months of 1962. An outline of the appeals process is included in the description of the Regulations which is in Appendix A.

In September the Honourable Samuel Hughes, who had been appointed in 1959, resigned his post as Chairman of the Commission to accept reappointment as a judge of the Supreme Court of Ontario. A new chairman, Robertson G. MacNeill, former assistant deputy minister of the Department of National Defence, was appointed in February, 1963.

UNIVERSITY RECRUITMENT AND SELECTION

Early in the year, the Commission completed its university recruiting programs. The results were satisfactory and approximately 550 well qualified graduates were appointed to the service, most of whom graduated in 1962. Among those appointed were graduates in applied science, physical science, forestry, biological science, agricultural science, as well as graduates whose academic background made them suitable for entrance into the administrative and foreign service classes.

The recruitment and selection procedures needed to meet the requirements of all departments for university graduates are embodied in one competition and are framed so that students nearing graduation, or hopeful of proceeding on to post-graduate degrees, are made aware of all openings within the service in their own fields of specialization. With careful planning and the co-operation of university officials, recruitment of graduates is increasingly successful. Suitable candidates are now found for many positions that were once difficult to fill.

Most of the programs for science graduates called for the use of direct on campus recruitment by interview and fact-finding teams composed of departmental specialists and officers of the Commission. These teams acquainted faculty members and students with entrance requirements, interviewed interested candidates, and obtained information to assess the candidates' suitability for employment.

For the science classes and other specialized posts, only oral examinations were held and selections were based on an assessment of academic achievement, work experience, interests, activities, and personal suitability for the particular post. Both written and oral examinations were held for the administrative and engineering classes. Following the written examination, selection teams composed of Civil Service Commission officers and officers from the employing departments, visited universities across Canada, in the United States, and overseas to interview the several hundred Canadian students who were successful in the examination.

Besides distributing recruitment literature and placing advertising in the university press and other media, the Commission again wrote to thousands of students telling them of the career opportunities in the fields of employment in which they were interested. By this direct mail approach, and with the co-operation of the Department of External Affairs, similar information was also given to many Canadian students studying abroad; particularly those taking post-graduate studies in the United States. There are indications that this additional

effort was worthwhile and the Commission hopes to expand this phase of its activities.

Approximately 1,000 students from the arts and science faculties of a number of major universities attended special experimental seminars on, "The Civil Service of Canada at Home and Abroad". Each seminar was led by an officer of the Commission who was assisted by officers of the major employing departments. Because of its success with this approach, the Commission plans to hold more of these seminars in future, arranging them to coincide with the visits of the selection teams at the universities. It is believed that this timing has the greatest impact on the junior students to whom these seminars are especially directed.

This year, special attention was given to the recruitment of French-speaking university students. Besides arranging seminars and distributing recruiting material, publicity was directed to the students of the liberal arts (classical) colleges and visits were made by French-speaking officers of the Commission staff to about 30 such institutions.

Of those who wrote the examinations in the fall for positions in administrative and foreign service classes, about 100 will be appointed to the service. These examinations attracted 1,108 applicants, a decrease of 16 per cent from the previous year, when 1,320 wrote the examinations. In 1960 there were 922 applicants; in 1959, 780.

Some 620 students wrote the examinations for civil, electrical and mechanical engineering graduates and 100 were appointed from this group. The number of applicants was about 40 per cent of all the graduating students in these three fields across the country. More than 250 students applied for positions requiring education in the physical sciences and approximately 75 of these were appointed. Almost one-half of those appointed had post-graduate degrees and among them were metallurgists, chemists, physicists, geologists, and oceanographers.

During the year the Commission was asked to provide 90 graduates in the biological and agricultural sciences and 12 in forestry. Recruitment for these positions was extremely successful; from almost 600 applicants, 70 were appointed, including many with post-graduate degrees. Positions which require an education in the physical, biological and agricultural sciences are among the most difficult to fill since many of them include research duties requiring post-graduate training and the number of graduates is often insufficient to meet the country's needs. Therefore, the Commission is pleased that a relatively large number of the graduates in these fields chose to accept a career in the Civil Service of Canada.

Besides implementing the above-mentioned programs, the Commission appointed more than 100 additional graduates as lawyers, meteorologists, meteorological officers, assessors, and librarians.

For the most part, the new officers were assigned at salaries ranging from \$4,700 to \$7,000 a year depending on their university training and the class of work for which they were appointed. The majority received between \$4,700 and \$5,100 a year as a starting salary; rates which are consistent with those paid by other large employers for similar types of work.

SUMMER EMPLOYMENT

The summer employment program for university students continues to be one of the largest administered by the Commission. In 1962, a record number of approximately 13,000 applications were received for some 1,400 positions across the country.

Although most summer positions were filled by students in engineering and other sciences, for work on survey parties and field research, students in almost all disciplines were employed throughout the civil service in significant numbers.

SEPARATIONS AND SHORTAGES

The net rate of employees leaving the civil service in 1962 remained approximately the same as in 1961. Excluding summer students, seasonal, and term employees, there were 12,396 separations during the year, establishing a low net rate of 8.54 per cent, against 12,466 separations in 1961 at a net rate of 8.6 per cent. Including the 1,225 students, and 2,493 seasonal and term employees who left the service, the total figure for all separations during the year was 16,114, compared with 17,050 in 1961.

There was a significant reduction in the number of employees leaving the service by dismissal (508), maternity (365), failure to pass civil service examinations (79), marriage (386), reduction of staff (160), completion of seasonal or temporary work (2,493). On the other hand there was a significant increase in the number of employees who left the service because they accepted employment elsewhere (2,537), or who left without giving a specific reason (1,337).

Personnel shortages were encountered in many classes. It was difficult to attract applicants for appointments to locations in the North to positions of northern service officers and hospital and health administrators. There was a lack of qualified persons for other posts including: inspecting officers, inspectors of stores (electronics), assessors, auditors, communicators, stenographers (bilingual), meteorologists, air traffic controllers-in-training, veterinarians, fisheries officers 1 (Newfoundland), electronics and communication engineers, land surveyors, pharmacologists and pharmaceutical chemists, research officers (forestry), farm credit advisers 1 (Quebec and Saskatchewan), economists and statisticians at senior levels, medical specialists, nurses, computer systems programmers, staff training officers, and therapists.

To help overcome the shortage of computer system programmers 15 positions are being established April 1, 1963 for training in the Civil Service Commission. This will provide one source of trained programmers and a possible source of systems analysts to meet departmental needs as they occur.

PLANNING

During the past year, the test development section of the Commission prepared 189 examinations (53 in French and 136 in English) and marked 33,353 examination papers. An electronic computer was used this year instead of the semi-automatic test scoring machine. This reduced the unit cost and time required to score objective-type examinations and provided for the preparation of statistics

used in the development and validation of examinations. The section continued to increase and refine its studies on the effectiveness of examinations for selecting employees. During 1962, validation studies were made of the examinations used for selecting air traffic controllers, meteorological observers, university graduates for a variety of positions, ward clerks, and coding clerks.

The operations research and systems engineering section undertook a major study of the systems and procedures used by the Operations Branch which is to be accomplished in three phases. Phase 1, concerning the data processing, record keeping, and management information report requirements of the branch, was completed late in 1962, and the second phase, requiring the development of a new system, began immediately. As a result a number of new forms and procedures were introduced and plans are in progress to reduce the number of forms used, to shorten the detailed procedures required for recruitment and appointment, and to accelerate the competition processes.

Personnel research was directed to the analysis of new appointments made in 1961, the analysis of dismissals from the civil service, and the examination of rates of advancement within the clerical series. In October, a research project covering 55 communities across Canada was started to determine what secondary school students in their final year of school thought of the civil service.

CLASSIFICATION ACTIVITIES

Under the former Act the Commission made recommendations to the Governor in Council on proposals for changes in departmental establishments before the approval of such establishments. Although under the present Act the Commission does not participate in decisions concerning establishments, it is required to classify positions which form part of the departmental establishment. Consequently, it continued to participate in the establishment review procedures but relinquished chairmanship of the establishment review committees which meet each year to study staff needs for the following fiscal year. Each committee is composed of an officer of the department concerned, and representatives of the Treasury Board and the Civil Service Commission. The role of the Commission's representative on the committee is to consider classification proposals, to carry out an assessment of individual positions, and to recommend their allocation to the proper class and grade.

During the year the Commission completed the review of 6,704 classification proposals put forward by departments for the 1962-63 establishment. The classification operation is conducted each year under a system of priorities introduced in 1961 for dealing with classification cases arising out of establishment reviews. Under this system the classification work is scheduled on the basis of departmental appraisals of relative urgency. At the close of the year there were about 3,000 cases on which the departments had not requested any action.

In July and August a special classification review was completed by the establishment committees on the recommendations put forward by departments to be included in their establishments for the year 1963-64. The committees considered 6,886 classification proposals and recommended 5,898 changes in classification for approval by the Commission. Of the latter number, 2,484 were

recommended on condition that they be reviewed in more detail at a later date upon requests by the departments.

Besides the classification cases arising from establishment reviews, the Commission conducted a substantial number of classification surveys in departmental units. Major surveys were conducted in the departments of Agriculture, Fisheries, Transport, National Health and Welfare, Citizenship and Immigration, Comptroller of the Treasury, Post Office, National Revenue (Customs and Excise), National Revenue (Taxation), National Defence, and in the Unemployment Insurance Commission. More than 10,000 positions were examined and adjustments in classification were made where necessary. A number of studies of occupational categories were conducted for the purpose of establishing new class specifications or modifying existing ones to reflect changes in functions and departmental organizations. Major projects of this type were completed for such groups as assessors, immigration officers, treasury officers, auditors, and translators.

PAY RESEARCH

The Pay Research Bureau was created in 1957 to provide the Civil Service Commission, the Government, and the major government staff associations with factual information on rates of pay and conditions of employment in government, industry, and the professions.

The Advisory Committee on Pay Research held seven meetings during the year. This committee comprising both official and staff side members, continued to advise the Commission on the areas and classes which should be studied, the priority of surveys, survey techniques, and the content and distribution of reports. Progress reports on studies under way were provided at each meeting. A technical sub-committee was established to consider technical questions relating to the area of outside industry to be covered in developing comparative wage information. This sub-committee held several meetings late in the year.

To a large extent, the information for the studies of the Pay Research Bureau is gathered by means of interviews with officials of participating firms and institutions. This approach enables the Bureau to develop a better understanding of the various elements in the compensation of employees and through this to obtain better comparisons of duties and responsibilities and pay rates.

In carrying out these surveys, the Bureau received the wholehearted co-operation of the employers who participated in them. This is attributable, in part, to the growing use by them of the confidential reports prepared by the Pay Research Bureau. In addition, numerous individual requests for information were received from employers and all levels of government during the course of the year.

The Bureau continued to co-operate with other government agencies, such as the Department of Labour and the Dominion Bureau of Statistics, in order to make the fullest possible use of data gathered by these agencies. The inter-departmental committees which have been set up held numerous meetings at which problems in which the agencies have a mutual interest were discussed. Officers representing the three armed services, assigned to the Bureau, rendered valuable assistance in carrying out the Bureau's program in 1962.

The year 1962 saw a continuation of the government policy of reviewing rates of pay for different groups of civil service classes within a two-year cycle and the program of the Pay Research Bureau was closely geared to the cyclical approach. This program has resulted in a more orderly scheduling of wage surveys and has reduced the time required to interview employers.

In April, 1962, the Bureau completed a comprehensive study of the general salary situation as of October 1, 1961. This was a comparative analysis of industrial and civil service salaries. Reports were compiled on rates of pay for office and drafting classes and trends in rates of pay for service and maintenance classes.

During 1962 the program of the Pay Research Bureau was extended to take in additional classes and new areas of pay research.

Early in 1962 the Bureau released a series of reports as a result of a major study of employee benefits in industry and in the government service. Separate reports were compiled on levels of expenditures on selected employee benefits outside and inside the public service, the incidence and characteristics of a wide variety of employee benefits in industry and major features of selected pension plans. Later in the year a study was completed of social benefits in the armed services. Valuable assistance was rendered by actuaries of the Department of Insurance as well as officers of the Audit Services Division of the Comptroller of the Treasury and representatives of each of the armed services.

A major report on the educational qualifications of certain administrative, scientific, and technical classes was released in March, 1962. This report also contained detailed tables on the distribution of employees according to class and grade, age and university of first degree. This study provided information to meet a variety of personnel needs and, among others, has been used extensively by the Royal Commission on Government Organization.

A comprehensive series of tabulations was prepared on the structure of wages in Canada according to geographical location, size of establishment and other factors as a part of a study of the influence of geographic and other factors on the pattern of occupational rates of pay in Canada. This study has resulted in the development of an extensive set of wage measurements of a type that has not been available in the past and which can be and has been used to meet a wide variety of research and analytical needs.

A survey was conducted in July and August to determine the trend in rates of pay for engineers. A report on rates of pay and qualifications of university teachers for 1961-62 was published earlier in the year. The Bureau also published reports on hospital classes and social workers based on the salary situation as it was in January, 1962. At the request of the Treasury Board, special reports were prepared on rates of pay of selected occupations for the salary review of penitentiary classes and on rates of pay in municipal and provincial police forces and the Royal Canadian Mounted Police. Reports were prepared on rates, conditions of employment, and personnel practices for a large number of individual classes. Among these were librarians, forestry officers, elementary and secondary school teachers, home economists and nutritionists, and executive and helicopter pilots.

CYCLICAL SALARY REVIEWS

The basic features of the cyclical salary review program, under which civil service salary rates are reviewed in four stages over a two-year cycle, were described in the Commission's report for the calendar year 1961. Reference was made in that report also to the review of classes for which university graduation was a requirement, the first group to come under review in the cyclical program. The Commission's recommendations for salary adjustments for this group went forward in January, 1962 and were approved without change by the Governor in Council in the following month. The adjustments in accordance with the policy of cyclical review, were retroactive to July 1, 1961.

This was the last salary revision to be effected under the terms of the former Civil Service Act. When the present Act came into effect on April 1, 1962, the salary rates of clerical and administrative classes were in the final stages of review. An important feature of the new Civil Service Act is the requirement that the Civil Service Commission, before making any salary recommendations, consult the representatives of appropriate staff associations "from time to time as may be necessary". This was done for the first time in the review of the clerical and administrative classes, although the Commission has, for many years, discussed with staff association representatives matters relating to salaries and working conditions generally. After the consultation process was completed, the Commission forwarded its recommendations to the Government and at the same time, on a confidential basis, to the staff associations.

A second important difference in the new Act as it bears on pay determination is the flexibility available to the Governor in Council (in effect the Treasury Board under delegated authority) in establishing rates of pay "after considering any recommendations made by the Commission". Under the terms of the previous Act, it was generally accepted that the Governor in Council was empowered only to approve or disapprove the recommendations made by the Commission. In the case of the clerical and administrative classes, representing the second group in the cycle and the hospital classes, representing the third group, the rates established by the Treasury Board, after it had considered the recommendations of the Commission, were different in a number of instances and in relation to large numbers of employees from the rates recommended by the Commission.

The revised salary rates for both of these groups were announced in December by the Minister of Finance in the House of Commons. The approval of the new rates had been deferred as a matter of fiscal policy by the Government but the commitment under the cyclical review program to revise the rates with effect from the dates of the outside rate comparisons was observed. For the clerical and administrative classes, the effective date was October 1, 1961. For the hospital classes, the rates were effective from January 1, 1962. Revisions for the higher administrative classes paralleled the professional revisions quite closely. The salary rates for some of the classes, as was the case in each of the groups reviewed, were left unchanged where no increase was warranted in relation to outside salaries.

A good deal of time was spent during the year in categorizing civil service classes into the four groups of the cyclical review program and in hearing the

views of departments and staff associations on the appropriateness of the allocation of specific classes. As a result of its experience in the first round of the cycle, the Commission has found general acceptance of the four-group cycle and of the general composition of the four groups.

CLASSIFICATION STANDARDS

During the calendar year 1962, the Pay and Standards Branch has produced and published 28 classification standards. Of these, 19 involved restructuring of classes caused by internal reorganization of a department or by a change in concept involving a specific class function. Some 53 additional class standards were under preparation and are in various stages of completion. The distribution of approximately 13 of the 53 has been delayed because the Treasury Board has not authorized the salary rates recommended for the new classes.

During 1962, a review of various techniques of class evaluation was started. The work of the branch on class standards and evaluation was substantially curtailed because of staffing limitations.

PAY AND CONDITIONS OF SERVICE

During the year a study was made of pay and conditions of service for seasonal, part-time, and casual employees to continue development of necessary policies and regulations. A general rate of pay was authorized for casual clerks which permitted a deputy head increased flexibility in the hiring of these employees. Previously the practice was to request authorization of rates of pay for casual employees in each department.

A special section of the Regulations (Part III, "Special Rules") was created so that regulations which provide for special conditions applying to certain groups in the service would be part of the general regulations. Compensation of employees in the Department of Transport who work long hours in the North, and compensation in lieu of holidays for employees in the operating service of the Post Office Department were approved and included in Part III of the Regulations.

Studies were undertaken to determine allowances that should be counted for purposes of calculating pay on transfer and promotion and, at the year end, a proposal was still under consideration. An agreement was reached regarding allowances paid to members of the armed forces and the Royal Canadian Mounted Police when such persons are appointed to the civil service, and it was established that allowances for additional and special duties as defined in Section 2 of the Civil Service Act would be counted for purposes of superannuation.

For general holidays, the proclamation procedure under the new Civil Service Act works well, but this procedure was found to be cumbersome when dealing with the variety of civic holidays across Canada. Therefore, a regulation was passed permitting the deputy head to grant leave in lieu of a civic holiday, which would be consistent with local practices and requirements for service to the public.

Certain inadequacies became apparent in the provisions for retiring leave affecting persons retiring for health reasons before the usual retirement age, and employees whose term of office expired before leave could be granted. It was

found that provisions governing the transfer of sick and special leave credits from the public service to the civil service were not fully protected, and clarification was needed of Section 36 of the Regulations governing the action taken by the deputy head after a salary increase is denied. At the end of the year the necessary amendments to the Regulations were in process.

APPEALS

In the former Act there was no express provision or allowance by implication for appeals by civil servants. Nevertheless, a system of appeals to the Commission against decisions of selection boards or against the denial of statutory increases developed to the point of general acceptance before the new Act made important substantive provisions in connection with this process.

The new Act contains the statutory right for employees to appeal to the Commission against administrative decisions that may prejudicially affect their careers, such as promotions and transfers with or without competition. It provides, also, for appeals against decisions on disciplinary matters concerning demotion, suspension, and denial of statutory increase. In all of the above appeal actions the Commission makes the final decision. In addition, an employee may appeal to the Commission a decision of the deputy head to recommend dismissal. In such cases, the Commission performs an advisory role and the report of the Commission on the appeal is forwarded to the Government. The appeal procedures under the new Civil Service Act are described in Appendix A.

During the past year the Appeals Division dealt with 631 appeals against proposed promotions, a decrease of 127 from the previous year. The reduction seems to be related proportionately to the decrease in the number of competitions. There were 5,284 promotion competitions in 1962 compared with 6,431 in 1961, and 6,192 in 1960, and the percentage of competitions which have been appealed has remained more or less constant during the past few years at approximately 8 per cent. The departments of National Defence, Post Office, and Transport and the Unemployment Insurance Commission accounted for more than 50 per cent of the appeals. These agencies conducted more than 50 per cent of the competitions that were held during the year. Of the 631 appeals heard in 1962, 153 (24.2 per cent) were allowed, compared with 189 (24.9 per cent) which were allowed in 1961 from the 758 submitted. The 153 employees were re-examined by new examining boards, and the standing of 35 per cent of them was changed.

More than 25 per cent of these appeals concerned positions outside Ottawa, and as far as possible, these were heard in the field so that the appellants could appear before the Appeal Board and bring any witnesses required. In most cases the appellant chose to be represented by a staff association as well as appearing before the board. A number of appellants withdrew their appeals when they received replies to their allegations from the departments and in many cases those who appealed might not have done so if they had been given more detailed information concerning the results of the competition.

The division heard 59 appeals against denial of salary increases, 9 of which were allowed, 41 dismissed, and 9 withdrawn. About one-third of these came from the Department of National Revenue (Taxation) and the rest from 12

other departments. Since April, decisions were made on 16 appeals against suspension, 9 of which came from the Department of Public Works and the rest from 4 other departments. Of these, 2 were allowed, 11 dismissed, and 3 withdrawn. There were 10 appeals against demotion; 6 in the Post Office Department, 3 in the Unemployment Insurance Commission, and 1 in the Department of Veterans Affairs. Of these 10 appeals, 5 were allowed, 4 dismissed, and 1 withdrawn.

During the period following the coming into force of the new Act, the Appeals Division heard 56 appeals against decisions of deputy ministers recommending dismissal. Altogether, 7 of the 56 were allowed, 40 dismissed, and 9 withdrawn. The chief reasons given by a deputy minister for recommending dismissal fell into one of the following categories: inefficiency, unsatisfactory performance and negligence in the performance of duties; poor attendance and unsatisfactory performance because of alcohol; theft, dishonesty, and falsification of documents; and personal unsuitability and failure to maintain proper relations with other staff or with supervisors, misconduct and insubordination. The reasons for upholding some of the appeals against dismissal included: proof that the alleged misconduct was an only isolated incident; previous satisfactory reports in positions at lower levels indicating that a penalty more severe than demotion was not justified; insufficient proof of incompetence, personal unsuitability, poor attendance; or that the procedure followed in effecting dismissal was not in accordance with the Civil Service Act.

During the year the Appeals Division was enlarged and procedures were streamlined resulting in a more expeditious handling of appeals. Efforts to reduce the delays in the processing of appeals are continuing.

To assess the true value of the new appeals system it is necessary to examine the appeals not only in figures, but in staff morale, improvement of procedures for promotions and transfers, and greater care shown in the imposition of penalties. If, as a result, examining boards take greater care in the conduct of competitions and if senior departmental officials avoid arbitrary and unwarranted disciplinary actions to a greater extent than before, the appeals system becomes worthwhile regardless of the number of appeals filed and regardless of the validity of individual cases. Although this type of benefit is often overlooked and difficult to measure, there is strong evidence that such an improvement has already taken place.

ADVISORY SERVICES

The Commission established the Advisory Services Branch in the autumn of 1960 to co-ordinate the advisory services then available and to serve as an advisor to departments and agencies of government for the improvement of management functions. The branch has three divisions for this work: the Organization Division, the Management Analysis Division, and the Staff Development and Training Division.

ORGANIZATION

The Organization Division provides advice on organizational arrangements for the distribution of functions, authority, and responsibility.

This function was a responsibility of the Commission acting as a control agency, until the new Act changed the Commission's responsibility in organizational planning from one of control to one of advice. Nevertheless, the services provided by the division have gained general acceptance and are regarded by the Commission as being substantially more productive in promoting effective organizational planning than when the Commission's function was one of control.

Ten major studies were completed in 1962; including studies of the Department of Fisheries, National Capital Commission, Post Office Department, Department of National Revenue (Customs and Excise), Department of the Secretary of State, and the Comptroller of the Treasury. Other studies encompassed the Geographical Branch, and Surveys and Mapping Branch of the Department of Mines and Technical Surveys; the departmental management structure of Northern Affairs and National Resources, and the role and organization of federal agencies in the field of public health engineering. As a consequence of an earlier department-wide study, an intensive study of the organization of the Patent and Copyright Office was started late in 1962. Studies were in progress at the end of the year in the Dominion Coal Board, the Food and Drug Directorate of the Department of National Health and Welfare, the Royal Canadian Mint, and the Office of the Chief Electoral Officer. The division was also making a functional and organizational analysis of the editorial and information functions of the Department of Mines and Technical Surveys.

Twenty major organization studies have been conducted since the end of 1960, and the experience gained has confirmed the belief that such studies should encompass entire organizations. This permits a study to be pursued in the proper perspective and enables long term plans of organization to be developed accordingly.

Some studies impinge upon the relationships between departments and agencies. For example, the study of the Department of Fisheries included an examination of the relationship between it and the Fisheries Research Board; similarly, important interagency relationships were assessed in the study of the Dominion Coal Board. Although all of the studies are advisory, the results are checked periodically to ensure that significant proposals are not overlooked, and to assess the consequences of recommendations that have been implemented. Also, and within the limitations of the division's advisory role, means are being examined to give additional impetus to the implementation of agreed changes.

During the year the division's officers presented lectures in 11 different courses and conferences for public administrators, and continued a number of research projects, one of which concerned the impact of major electronic data processing installations on the organization structure of a number of large corporations in the United States. The result of this study was published in the monthly bulletin of the Management Services Division of the United Kingdom Treasury. In June, a paper on the techniques of organization analysis was published in the journal of the Institute of Public Administration of Canada and an historical review of the evolution of the organization of the federal public service was published in the December issue of the same journal.

MANAGEMENT ANALYSIS

The Management Analysis Division participates with officials in departments and agencies in analytical studies designed to provide the basis for planning, organization, systems and procedures, and training.

Since 1948 approximately 550 major surveys have been made in broad segments of departmental administration, covering administrative services generally and in more specialized areas including accounting, purchasing, stores, personnel, and registries. Surveys involve such techniques as methods and procedures analysis, work measurement, forms management, records management, production planning and control, office layout and office mechanization incorporating electronic data processing. Interdepartmental surveys covering such subjects as microfilming services or testing laboratory services throughout government are made only on the request of the Treasury Board.

There was a continuing acceptance by departments and agencies of the division's recommendations based on field studies, although only 27 surveys were started and 29 completed, compared with an average of 39 surveys yearly since 1948. This reduction was the result of shortage of staff and the increased emphasis given to the training function, at the expense of field studies but indications are that this emphasis made an important contribution to the improvement of management activities throughout the service.

Where savings are clearly identifiable and measurable, it has been shown during the last seven years that for each dollar of total staff costs in the division, including salaries of officers and those giving direct administrative services, \$12 to \$13 of annual saving results from major survey work alone. The total staff costs also cover a rapidly increasing amount of time given to training courses in management techniques for departmental staffs. Though the implementation of the recommendations is the responsibility of the authorities concerned, the division periodically follows up a survey to see if further advice or action is needed. Usually, departments agree to implement between 80 and 90 per cent of the recommendations made.

A special report made this year summarized the findings and conclusions of 12 departmental surveys of transcribing and typing surveys outlining what has been done and what can be done to increase efficiency. This was distributed to all departments.

Each year since 1956, the division has given full-time, three-week courses in organization and methods, and separate and specialized courses in specific techniques. During 1962 the division conducted the following courses: a Management Analysis Development Course (three weeks); a Forms Management Course (two weeks), given three times this year in co-operation with the Queen's Printer; and a Forms Design Course for Technicians (one week), also in co-operation with the Queen's Printer. Two seminars were held on project planning techniques and the division sponsored a government work study conference for three days to which several departments, the National Productivity Council, and the Civil Service Association of Canada contributed.

Departmental officers joined the division for short periods and officers from 2 provincial organization and methods units, 22 officers from 15 countries under

the external aid program joined the division for periods of training varying from 2 days to several weeks. An up-to-date index and a reference section is now maintained for office mechanization projects and although it was set up primarily for officers in the division, it is used widely by departmental officers. Demonstrations of newly developed machines and equipment are arranged periodically during the year.

A mimeographed "News Bulletin", on current machinery and management analysis information of particular interest to organization and methods officers, was issued four times during the year.

STAFF DEVELOPMENT AND TRAINING

Operating in a two-fold capacity, the Staff Development and Training Division this year provided direct advice and assistance on the organization, content, and implementation of departmental programs, and co-ordinated courses useful to many, if not all government departments and agencies.

Once again, the division operated staff development training courses and made its facilities available to all departments and agencies; particularly those which did not have sufficient training needs to warrant such activity on a continuing basis. Courses dealing with management in general and public administration in particular were expanded, but it is recognized both by the Commission and by the departments and agencies served, that the scope of this program just begins to meet the needs of the public service in these and related areas. The division's largest advisory task this year was the development of a proposal for a training policy for the public service, and suggesting appropriate machinery for its fulfillment.

Six different staff training programs were implemented this year. The object of the public administration program was to expose supervisory and managerial personnel to the broader perspectives, skills, and attitudes related to their role in the service. Employees assigned to this training had already demonstrated potential for increased managerial responsibility. The total enrolment for Commission courses in public administration in 1962 was 302 of which 33 were at the senior level, 205 at the intermediate level, and 64 in the junior administrative officer group. The total—more than three times that of any previous year—represents the Commission's efforts to expand its activities and meet the need for this sort of training throughout the service. On the basis of a preliminary study of seven departments a further expansion of the program will be necessary to provide training of managerial replacements during the next few years.

The intermediate program comprised two courses for headquarters personnel at Ottawa, two for personnel in the Ontario region, and one each in the West, the Maritimes, and Quebec. Most of the courses were residential and where possible utilized the facilities of the military services and universities.

The administrative service series of training courses was designed for employees in the clerk 4 to administrative officer 2 category and concerned the direction of clerical operations, records, purchasing and materials management, and property and building management. Four administrative service courses, each two weeks long, were held for 76 employees at Ottawa and Banff.

Approximately 100 employees enrolled in 4 orientation courses for stenographers with little or no secretarial experience and in 6 development courses for senior stenographers and other employees performing secretarial duties. During the first half of 1962, the Commission provided stenographic training to some 100 clerks and typists. About 75 qualified for re-appointment as stenographers; the remainder were sufficiently trained to assume some stenographic duties. Stenographic training has been terminated for an indefinite period, reflecting a more satisfactory recruiting situation for this class of employee.

A correspondence course in office management developed by the Commission and administered by the departments and agencies, was given to 1,700 employees. The Commission established and controlled the standards of the course as well as co-ordinating the compilation of course material, and advising departments on administration of the course.

With the assistance and co-operation of staff training officers throughout the service, the Commission effected a program for departmental training officers. The program consisted of a two-week course in training methods for 20 officers, 10 three-hour orientation seminars for 35 officers, and a two-day seminar on general training for some 50 officers.

In most of the activities described above, the Commission was assisted by universities, government departments and in a few cases, provincial governments.

SUGGESTION AWARD PLAN

The Suggestion Award Board Secretariat entered its tenth year of operation this year. For administrative convenience it remains a division of the Advisory Services Branch, although directed and supervised by a Suggestion Award Board under the chairmanship of one of the Civil Service Commissioners. Members of this board are appointed by the government to develop policy, to make proposals for the application of the suggestion award system to the operations of the whole public service, including the armed forces, and to provide centralized co-ordination where required, over the expenditure for these purposes.

In October the Treasury Board authorized deputy ministers to grant awards up to \$200 for adopted suggestions submitted by employees whose rates of pay did not exceed \$6,000. In the same month the secretariat activated a government-wide promotional campaign aimed at attracting suggestions which provide savings in time and material.

A contest was held during July for an appropriate slogan to identify this campaign and more than 1,500 slogans were received from public servants throughout Canada and abroad. The English name and slogan selected for the campaign was EXERCISE THRIFT; "UNE BONNE IDÉE" is "A good idea" THE SUGGESTION AWARD BOARD WELCOMES YOURS; and the French was OBJECTIF ECONOMIE; "A GOOD IDEA" est "une bonne idée"; L'OFFICE DES PRIMES À L'INITIATIVE RECHERCHE LES VÔTRES.

There was a wholehearted response to the campaign from all departments and many of them did an outstanding job of promotion. Although all the results are not yet available it can be seen that the campaign brought an increase in the number of awards, and a total of 865 awards, valued at \$33,549, was recorded

during the last 12 months. Awards are computed on a basis of 10 per cent of the first \$1,000 saved plus a diminishing proportional quantity of any remaining amount of saving. A conservative estimate of the savings and other benefits resulting from these suggestions amounts to \$593,022. The largest award was made to Sergeant G. W. Gibson of the Royal Canadian Air Force for proposing the conversion of a compass heading amplifier, now surplus to RCAF requirements, to meet the requirements of the TACAN (Tactical Air Navigation) fitment program for RCAF aircraft. Implementation of this proposal resulted in an estimated saving of \$80,320 and an award of \$1,816 was made for the suggestion.

ACKNOWLEDGMENTS

In concluding this Report, the undersigned would like to thank all those who have contributed to the work of the Commission. Among these are departmental officials, personnel officers, staff association representatives, the private citizens who have served on our examining boards, the speakers at our various training courses, the Royal Canadian Legion representatives, the communications media and most important, our own loyal and competent staff.

R. G. MACNEILL,
Chairman.

RUTH E. ADDISON,
Commissioner.

PAUL PELLETIER,
Commissioner.

Appendix A

REGULATIONS UNDER THE CIVIL SERVICE ACT

During the first three months of 1962, the Civil Service Commission of Canada continued to concentrate on the development and drafting of the essential regulations required to make the new Act operate effectively. This required a great deal of study and discussion with government officers, staff associations, and particularly the Department of Justice concerning the legal aspects, although the actual drafting of the regulations was done by the latter department.

The scheme of the new Act, as far as authority to make regulations is concerned, is quite different from that of the old. In the former Act there was one short clause which gave general authority to make regulations, and throughout the Act there were numerous references to regulations which might be based on particular sections. In the new Act, the authority to make regulations resides in Sections 62, 68 and 69 and there is only incidental reference to them elsewhere. Section 68 lists 21 areas where regulations may be required covering such matters as leave of absence, hours of work, and effective dates of appointment.

There is also authority to make any regulations required to carry out the purposes and provisions of the Act. Regulations under this section of the Act are made by the Governor in Council, following a recommendation from the Civil Service Commission. Sections 62 and 69 (which will be discussed later) give the Governor in Council authority to make regulations on its own initiative on five specific matters.

LEAVE REGULATIONS

The three weeks' vacation leave which was once a privilege is now for the first time a right. Another significant change is the provision for an extra week of vacation leave under certain conditions, for employees after 20 years of service; this called "long service leave," replaces furlough leave which under the previous Act, granted a period of five weeks' leave to an employee once in his career at any time after he had completed 20 years of service. For employees in the service at the time the new Act came into force, provision has been made to take the first five weeks of their long service leave in the same manner as they would have taken furlough leave that is, all at one time. Employees who have already taken their furlough leave may have an extra week's vacation leave after 25 years of employment.

RETIREMENT AND GRATUITY

The new Regulations, like the old, contain provision for retiring leave, or a gratuity in lieu of it, but the method of computation has been changed and retiring leave is now computed as one week for each year of service, rather than one month for each five years. An employee who retires on pension with at least four years of service will be eligible for retiring leave, or a gratuity, computed on the basis of one week for each year of service, up to a maximum of 26 weeks. The new method is more precise and more equitable. Formerly, when an employee retired on a pension with 14 years of service he received the same amount of retiring leave as an employee who retired with 10 years of service. Now an

employee who retires on pension with 14 years of service will receive 14 weeks of retiring leave, whereas the employee with 10 years' service will receive 10 weeks of leave.

An employee must have four years of service before he is eligible for retiring leave or a gratuity; previously he became eligible for either of these after two years, which was considerably more generous than industry. The longer waiting period is thought to be more in keeping with the purpose of retiring leave, which is to reward those who have made a contribution to the civil service over a period of time.

Changes have also been made in the method of computing gratuities for those who resign from the service and are not eligible for retiring leave. Such an employee receives an amount equal to one half of his weekly pay for each year of service up to the maximum gratuity (an amount equal to 13 weeks' pay) after he has been employed for 26 years.

Also, the amount of retiring leave is no longer reduced if the employee's sick and special leave credits do not equal or exceed the period of retiring leave that he would normally receive.

MATERNITY LEAVE

Women employees may receive leave without pay for a period of at least two months prior to an expected birth and extending to at least two and not more than six months after the termination of their pregnancy. The leave granted prior to the birth of the child can be extended or reduced under certain conditions and the employee can return to work before the two months are up at the discretion of the deputy head, provided there is medical certification that the employee's health will not be impaired.

LEAVE OF ABSENCE

The delineation of leaves of absence with pay and those without pay is much clearer in the new Regulations. Leave of absence with pay may be taken for;

- sickness, if the employee has earned the credits,
- examinations, if the employee sits for a civil service examination,
- travel, if the employee is coming from and returning to an isolated post on vacation or sick leave, or
- court, if the employee is asked to serve on a jury or appear as a witness before certain bodies.

Subject to certain conditions, leave without pay may be granted when;

- the employee is elected as a full-time officer or wishes to serve as a full-time non-elected officer of a civil service staff association,
- the employee is seeking election, or is elected, to a municipal office,

- the employee wishes to serve in an excluded position in the office of a Minister of the Crown or in the office of the Leader of the Opposition in the House of Commons,
- the employee joins the regular armed forces, or active service forces,
- the employee wishes to serve in a part of the public service which is not under the Civil Service Act or in a position in which his salary would be paid from the Consolidated Revenue Fund,
- the employee's services are requested for a fixed period by an employer outside the public service, other than an employer described in the preceding sections, or
- the employee wishes to further his education.

A residual clause authorizes a deputy head to grant special leave without pay for any purpose not covered by the foregoing for a period not in excess of five weeks and for a longer period with the approval of the Civil Service Commission.

PROMOTIONS AND PENALTIES

There has been an important change in the Regulations concerning salary increases on promotion. Formerly, if an employee reached the maximum rate for his salary range on April 1, and was then promoted on July 1 to a higher class containing a rate which was the same as his former maximum, he would have to wait at this salary level until April 1 of the following year before he could proceed to the next step in the new range. This also happened in classes with overlapping salary ranges. Now the employee proceeds to the next step immediately, giving him the benefit of at least a full increase.

The new Regulations introduce for the first time a standard scale of penalties for employees who arrive late or leave early without authority. Previously the departments decided what penalties would be imposed for such breaches of discipline with the result that there were variations in the practices throughout the service. Now, if an employee arrives late or leaves early without authority and the period of absence is one half hour or less, he will have his pay reduced by an amount equal to one half his hourly remuneration provided that it is at least the third time he has been guilty of such an offense in a calendar month or the thirteenth time in a fiscal year.

The scale is more severe for an employee who arrives more than one half hour late or leaves more than one half hour early without authority. In this case there is no latitude and an employee will have his pay reduced by an amount equal to one half his hourly remuneration for each half hour and each additional portion of it in which he fails to comply with attendance requirements. These penalties are applicable to employees who must register their arrival and departure times twice daily. However, late arrivals or early departures may be excused by a deputy head whenever he thinks it advisable to do so.

OUTSIDE EMPLOYMENT

The new Regulations also spell out the restrictions with respect to outside employment by civil servants. An employee cannot take on any work outside the civil service if;

- he exploits his acquaintance with other employees or with others with whom he has become acquainted while working in the service,
- there is a conflict between this outside employment and the duties he is required to perform in the civil service, or
- he makes unauthorized use of information acquired as a civil servant or of Crown property or facilities.

APPEALS

Although there were appeal procedures against decisions of selection boards and against denial of salary increases before April 1, 1962, the new Act, for the first time, gave employees the statutory right to appeal decisions affecting promotion, salary increases, transfer, suspension, demotion, and dismissal.

When an employee receives notice of a promotion or transfer, he may appeal to the Commission within a period of one week from the date of the notice. All reasons for the appeal must be included in the appeal letter because these, and only these, will be discussed at the appeal board. If an employee wishes to appeal a dismissal, suspension, demotion, or refusal of a salary increase he must appeal within two weeks of receiving the notice stating the reasons for the appeal.

When the Commission receives the appeal it sends a copy of the statement to the department concerned, requesting a reply to the employee's allegations, and when the department submits a reply this is sent to the employee or his representative. The Commission establishes an appeal board, fixes a date for the hearing and gives the employee and the department at least three days notice of the time for the hearing. The constitution of appeal boards is left to the Civil Service Commission but the number of members is fixed at three. The right of an appellant to be heard, either personally or through his representative, or both as the case might be, is also clearly stated. The Commission can appoint to appeal boards any three members of the public.

Usually in appeals against selections for promotion or transfer, the board is formed of a Commission officer as chairman, a representative of the department, and the employee's representative. However, if the appellant has not named an association to represent him, or if there are two or more appellants, and more than one association involved, then the board consists of three Commission officers. In appeals against disciplinary actions by a department, the appeal board is composed of three Commission officers, who hear the representatives of the department and the employee.

After the board submits a report, the Commission makes its decision, forwards a copy of the board's report to the employee or his representative and a copy to the deputy head of the department or his representative with a statement of

the Commission's reasons for the decision. In all cases, except dismissal, the decision of the Commission is final.

In the case of dismissal the Commission performs an advisory function, and should it advise against dismissal the deputy head may accept the advice and proceed no further. However, if he decides to recommend dismissal, he must transmit to his Minister for consideration by the Governor in Council, the report of the Commission which is, for the most part, the findings of its appeal board. Dismissal is the prerogative of the Crown, and the Governor in Council has exclusive authority in this area.

MISCELLANEOUS REGULATIONS

As mentioned previously, Sections 62 and 69 provide the Governor in Council with the authority to make regulations on five specific matters. Firstly, the Governor in Council may make regulations to provide for leave of absence on an alternate day when a holiday falls on a day when employees are not required to work. For example, in the instance where a national holiday falls on a Saturday (which is not a working day for most civil servants) the Governor in Council has provided a regulation to grant leave of absence on another day, which has the effect of giving all civil servants the same number of holidays in a year.

The Governor in Council may also make regulations to extend the application of the Civil Service Act to certain specified portions of the public service to which it does not now apply, to alter the establishments of departments, to ensure safe and suitable working conditions, and to establish the procedures for consultation with staff associations, as provided by the Act.

The new legislation changes the Commission's administrative responsibilities as well as increases its administrative freedom. Although there are a number of problems yet to be solved, none of these are insurmountable and to date relatively few regulations appear to require extensive amendment. It is of course appreciated that amendments can come to light only through usage, and a further period of operation is required before any worthwhile appraisal of the regulations can be made. Nevertheless the new Act and Regulations provide a framework within which the Commission can carry out its responsibilities in the best manner possible.

Appendix B

COMPOSITION OF FEDERAL GOVERNMENT EMPLOYMENT
as of September 1962

Departmental Branches, Services, and Corporations	
Employees Under Civil Service Act	
Full-Time	137,298
Part-Time	973
Student Assistants	596
	<hr/>
Other Salaried Persons	138,867
	<hr/>
	163,859
Prevailing Rate Persons	23,891
Ship's Officers and Crews	3,229
Casuals and Others	10,678
	<hr/>
Total, Departmental Branches, Services and Corporations ..	201,657
Crown Companies	142,164
	<hr/>
Total, All Persons, Federal Government	343,821

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division, Dominion Bureau of Statistics.

Appendix C

DISTRIBUTION BY PROVINCE OF FEDERAL GOVERNMENT
EMPLOYMENT

as of September 1962

Province	Salaried Em- ployees	Prevailing Rate Persons	Ship's Officers and Crews	Casuals and Others	Total	Crown Com- panies	Grand Total
Newfoundland.....	2,878	500	286	491	4,155	6,023	10,178
Prince Edward Island....	777	257	163	112	1,309	949	2,258
Nova Scotia.....	8,040	3,000	992	1,688	13,720	6,133	19,853
New Brunswick.....	5,471	950	188	410	7,019	7,424	14,443
Quebec.....	26,096	3,881	628	1,347	31,952	35,319	67,271
Ontario.....	77,360	7,109	162	2,738	87,369	41,532	128,901
Manitoba.....	7,981	1,433	40	592	10,046	16,235	26,281
Saskatchewan.....	5,840	652	—	316	6,808	4,885	11,693
Alberta.....	10,169	2,442	24	975	13,610	8,062	21,672
British Columbia.....	15,179	2,786	695	983	19,643	7,140	26,783
Yukon and Northwest Territories.....	1,473	881	51	881	3,286	250	3,536
Abroad.....	2,595	—	—	145	2,740	8,212	10,952
TOTALS.....	163,859	23,891	3,229	10,678	201,657	142,164	343,821

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix D

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY PROVINCE AND SEX

as of September 1962

Province	All Employees		Males		Females	
	Number	% of Total	Number	% in Each Province	Number	% in Each Province
Newfoundland.....	2,402	1.7	2,084	2.1	318	0.9
Prince Edward Island.....	681	0.5	561	0.6	120	0.3
Nova Scotia.....	6,966	5.1	5,211	5.2	1,755	4.7
New Brunswick.....	4,675	3.4	3,654	3.7	1,021	2.7
Quebec.....	22,279	16.2	17,405	17.4	4,874	13.1
Ontario.....	67,277	49.0	46,281	46.2	20,996	56.4
Manitoba.....	6,789	4.9	5,145	5.1	1,644	4.4
Saskatchewan.....	3,523	2.6	2,746	2.7	777	2.1
Alberta.....	8,123	5.9	6,143	6.1	1,980	5.3
British Columbia.....	12,571	9.2	9,296	9.3	3,275	8.8
Yukon.....	510	0.4	396	0.4	114	0.3
Northwest Territories.....	529	0.4	449	0.5	80	0.2
Abroad.....	973	0.7	691	0.7	282	0.8
TOTAL, All Provinces.....	137,298	100.0	100,062	100.0	37,236	100.0

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division, Dominion Bureau of Statistics.

Appendix E**DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES
BY METROPOLITAN AREA AND SEX****as of September 1962**

Location	All Employees		Number of Male Employees	Number of Female Employees
	Number	% of Total		
St. John's.....	1,286	0.9	1,053	233
Halifax.....	4,816	3.5	3,401	1,415
Saint John, N.B.....	1,354	1.0	978	376
Quebec City.....	2,833	2.1	2,119	714
Montreal.....	13,910	10.1	10,781	3,129
Ottawa-Hull.....	36,697	26.7	22,405	14,292
Toronto.....	13,115	9.6	10,163	2,952
Hamilton.....	1,486	1.1	1,143	343
Kitchener-Waterloo.....	564	0.4	458	106
London.....	3,179	2.3	2,239	940
Windsor.....	1,116	0.8	960	156
Sudbury.....	306	0.2	207	99
Winnipeg.....	5,276	3.9	3,930	1,346
Calgary.....	2,450	1.8	1,824	626
Edmonton.....	3,901	2.9	2,855	1,046
Vancouver.....	7,060	5.1	5,236	1,824
Victoria.....	2,853	2.1	1,979	874
TOTAL, All Metropolitan Areas.....	102,202	74.5	71,731	30,471
Other Locations.....	35,096	25.5	28,331	6,765
TOTAL, All Locations.....	137,298	100.0	100,062	37,236

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix F

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY DEPARTMENT

as of September 1962

Departments	Number of Employees	Percentage of Total Employees
National Defence.....	27,583	20.1
Post Office.....	23,786	17.3
National Revenue.....	13,874	10.1
Veterans Affairs.....	11,117	8.1
Transport.....	10,460	7.6
Unemployment Insurance Commission.....	8,840	6.4
Agriculture.....	6,125	4.5
Public Works.....	5,518	4.0
Comptroller of the Treasury.....	4,294	3.1
National Health and Welfare.....	3,053	2.2
Citizenship and Immigration.....	2,867	2.1
Mines and Technical Surveys.....	2,514	1.8
Dominion Bureau of Statistics.....	2,108	1.5
Northern Affairs and National Resources.....	1,785	1.3
External Affairs.....	1,574	1.2
Defence Production.....	1,441	1.1
Others.....	10,359	7.6
TOTAL, ALL DEPARTMENTS.....	137,298	100.0

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix G

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY AGE GROUP AND SEX

as of September 1962

Age Group	All Employees		Males		Females	
	Number	% of Total	Number	% of Total	Number	% of Total
Under 20.....	2,666	1.9	712	0.7	1,954	5.2
20 - 24.....	11,291	8.2	5,828	5.8	5,463	14.7
25 - 29.....	12,020	8.8	8,425	8.4	3,595	9.6
30 - 34.....	12,370	9.0	9,401	9.4	2,969	8.0
35 - 39.....	17,417	12.7	13,185	13.2	4,232	11.4
40 - 44.....	23,430	17.1	18,273	18.3	5,157	13.8
45 - 49.....	19,459	14.2	14,772	14.8	4,687	12.6
50 - 54.....	14,468	10.5	10,734	10.7	3,734	10.0
55 - 59.....	10,033	7.3	7,614	7.6	2,419	6.5
60 - 64.....	7,083	5.2	5,560	5.6	1,523	4.1
65 and over.....	1,829	1.3	1,543	1.5	286	0.8
Age not recorded.....	5,232	3.8	4,015	4.0	1,217	3.3
TOTAL, All Age Groups....	137,298	100.0	100,062	100.0	37,236	100.0

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix H

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY SALARY GROUP

as of September 1962

Salary Group	Number of Employees	Percentage of Total Employees
\$		
Under 2,000.....	1,003	0.7
2,000 - 2,499.....	6,306	4.6
2,500 - 2,999.....	13,257	9.7
3,000 - 3,499.....	23,247	16.9
3,500 - 3,999.....	16,873	12.3
4,000 - 4,499.....	26,305	19.2
4,500 - 4,999.....	17,269	12.6
5,000 - 5,499.....	8,411	6.1
5,500 - 5,999.....	5,202	3.8
6,000 - 6,499.....	4,767	3.5
6,500 - 6,999.....	2,894	2.1
7,000 - 7,499.....	2,575	1.9
7,500 - 7,999.....	1,723	1.3
8,000 - 8,499.....	1,807	1.3
8,500 - 8,999.....	993	0.7
9,000 - 9,499.....	1,107	0.8
9,500 - 9,999.....	431	0.3
10,000 - 10,999.....	1,028	0.7
11,000 - 11,999.....	791	0.6
12,000 - 12,999.....	199	0.1
13,000 - 13,999.....	496	0.4
14,000 - 14,999.....	285	0.2
15,000 - 15,999.....	173	0.1
16,000 and over.....	156	0.1
TOTAL, All Salary Groups.....	137,298	100.0

SOURCE: Government Employment and Payrolls Section, Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix I

NEW APPOINTMENTS BY DEPARTMENT IN 1962

Department	War Service Preference	Others		Total
		Males	Females	
Agriculture.....	53	542	204	799
Air Transport Board.....	2	3	1	6
Auditor General.....	—	22	1	23
Board of Broadcast Governors.....	—	—	1	1
Board of Transport Commissioners.....	1	6	8	15
Canadian Maritime Commission.....	1	1	4	6
Chief Electoral Officer.....	6	19	24	49
Citizenship and Immigration.....	31	182	121	334
Civil Service Commission.....	1	15	38	54
Defence Production.....	12	10	95	117
External Affairs.....	4	65	72	141
External Aid Office.....	2	7	6	15
Finance.....	13	294	361	668
Fisheries.....	16	73	40	129
Forestry.....	2	228	34	264
Governor General's Secretary's Office.....	—	—	2	2
*House of Commons.....	—	2	2	4
Insurance.....	—	8	6	14
International Joint Commission.....	—	2	—	2
Justice.....	2	27	39	68
Labour.....	2	29	60	91
*Library of Parliament.....	—	—	2	2
Mines and Technical Surveys.....	23	804	109	936
National Defence.....	608	1,630	2,249	4,487
National Energy Board.....	1	5	9	15
National Gallery.....	2	3	3	8
National Health and Welfare.....	32	186	198	416
National Library.....	1	3	6	10
National Revenue.....	54	851	1,226	2,131
Northern Affairs and National Resources.....	35	256	118	409
Post Office.....	406	1,543	454	2,403
Privy Council.....	3	10	7	20
Public Archives.....	1	7	6	14
Public Printing and Stationery.....	4	27	19	50
Public Works.....	160	360	70	590
Royal Canadian Mounted Police.....	14	32	157	203
Secretary of State.....	3	51	39	93
*Senate.....	—	2	—	2
Trade and Commerce.....	26	238	280	544
Transport.....	159	906	278	1,343
Unemployment Insurance Commission.....	55	538	610	1,203
Veterans Affairs.....	311	474	872	1,657
TOTAL.....	2,046	9,461	7,831	19,338

*Figures related to period January 1 to March 31, 1962. Since April 1, 1962 the Commission has not been responsible for appointments to these bodies.

Appendix J**CIVIL SERVICE COMMISSION LITERATURE****Available from the Queen's Printer**

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Service Conditions and Benefits

Citizenship and Residence Requirements

Veterans' Preference

Employee Appeal Rights

Civil Service Employment, where Elementary, Secondary or Vocational Education
is required

Career Opportunities in Public Administration and Foreign Service

Opportunities for Graduates in Engineering

Opportunities for Graduates in Physical Sciences

Opportunities for Graduates in Biological Sciences

Opportunities for Graduates in Law

Opportunities for Graduates in Library Science

Opportunities for Graduates in Medical Sciences, Dietetics, and Social Work

Appendix K**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Marshall Building,
127 Water Street,
St. John's, Nfld.
Phone: 578-7778

HALIFAX DISTRICT OFFICE

Ralston Building,
105 Hollis Street,
Halifax, N.S.
Phone: 423-9321

SAINT JOHN DISTRICT OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: OX 3-2769

MONCTON SUB-OFFICE

Room 404, New Federal Building,
1081 Main Street,
P.O. Box 548,
Moncton, N.B.
Phone: EV 4-8088

MONTREAL DISTRICT OFFICE

1165 Bleury Street,
Room 1038,
Montreal, P.Q.
Phone: UN 1-2731

QUEBEC SUB-OFFICE

3 Buade Street,
Post Office Building,
Quebec, P.Q.
Phone: 524-4430

OTTAWA DISTRICT OFFICE

Excelsior Life Insurance Building,
270 Laurier Avenue, West,
Ottawa, Ont.
Phone: 9-2-6128

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.
Phone: 924-1471

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: GE 2-2141

WINNIPEG DISTRICT OFFICE

Room 702, Winnipeg General Post
Office Building,
266 Graham Avenue,
Winnipeg 1, Man.
Phone: WH 3-4468

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue and Rose Street,
Regina, Sask.
Phone: LA 2-0289

SASKATOON SUB-OFFICE

310 London Building,
Saskatoon, Sask.
Phone: CH 2-7771

EDMONTON DISTRICT OFFICE

Room 766,
Federal Public Building,
107 Street and 99 Avenue,
Edmonton, Alta.
Phone: GA 4-0251 Ext. 293

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alta.
Phone: AM 6-3160

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: MU 1-5251

VICTORIA SUB-OFFICE

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Victoria, B.C.
Phone: EV 5-6787



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Government
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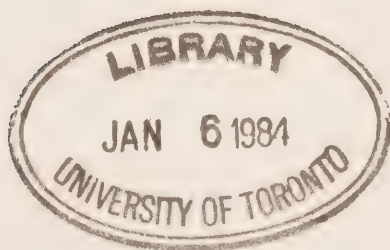
Civil Service Commission of Canada

Annual Report 1963

1963-64



Civil Service Commission of Canada



Annual Report 1963

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1964

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INTRODUCTION

Once again a series of events has provided the Commission with new tasks, new situations, and new challenges. The scope of its activities was broadened somewhat in the field of training and in the provision of constant services to departments. To help departments assume greater responsibility in career development the Commission delegated to deputy heads comprehensive authority for the conduct of promotion and transfer competitions up to the more senior levels. The Commission also completed the first stage of a manpower inventory and introduced an appraisal system for senior civil servants which in a short time has been widely accepted. Special measures were taken to meet difficulties in staffing at the initial recruitment for classes in fast growing demand, such as auditors, parole officers, and translators, management analysts and public information officers. On the other hand, though there is a growing need for university graduates, their recruitment had to be held in check during the year because of staff control measures.

In the area of pay research the Commission concluded a greater number of studies than ever before encompassing a wider range than it had previously considered. The first cycle of the pay review was completed. The Commission was faced with certain difficulties and anomalies that had arisen both in connection with pay and classification and with the introduction of the new Civil Service Act and Regulations in 1962.

After the report of the Royal Commission on Government Organization, there was an increasing demand for the Commission's advisory resources in management analysis and in organization studies. The Commission played a leading part in meeting the fast growing need for in service training programs, especially in the setting up of an expanded course for senior personnel and in the formation of a language school.

New Requirements

The creation of the Department of Industry and the decision to integrate portions of the Department of Defence Production with that of Industry under one minister, gave rise to numerous large and complex problems in the fields of position classification, recruitment and selection, and personnel administration. The Commission agreed to provide resources to perform the personnel function for the new department pending completion of alternative arrangements. It also agreed to the creation of a special task force to cope with classification, recruitment, and selection matters. Unfortunately, because

of the extreme shortage of resources from within the Commission itself, only a handful of trained Commission staff could be made available. Through the co-operation of a number of departments, several officers were loaned to the Commission for short periods of time.

Structure

Within the Commission's own structure, a new branch, the Advisory Services and Appeals Branch, was formed by combining the Advisory Services Branch and the Appeals Division of the Appeals and Service Relations Branch.

A new office of executive secretary was formed so that general and procedural policies and special projects will be implemented more easily. The secretary's office, responsible for the interpretation of the Act and Regulations, the special projects division, and the former Administration and Personnel Branch were made a part of the new office of executive secretary. The public relations activities of the Commission were expanded by the creation of a public relations division within that office. The new division provides advisory services to the Commissioners and branches and will help promote a better understanding of the civil service to the public in general as well as being the central information point regarding Commission activities.

Special Arrangement

A mutually satisfactory arrangement was reached concerning the hiring of staff for the Auditor General's Office by the Civil Service Commission.

The Commission appointed an officer of its staff to be at the immediate disposal of the Auditor General for the purpose of establishing a personnel division within the precincts of the Office of the Auditor General. This officer will not only be the Commission's representative but will be responsible to the Auditor General for the expeditious handling of staff demands, staff problems, and general administrative matters.

This appointment was made as a result of the discussions earlier this year before the Public Accounts Committee when the Auditor General requested permission to hire his own staff.

New Commissioner

On October 31, Mr. Jean Boucher was appointed Commissioner to replace Mr. Paul Pelletier who left the Commission earlier in the fall to become deputy minister of the Department of Veterans Affairs. Mr. Boucher was formerly director of citizenship in the Department of Citizenship and Immigration.

PERSONNEL RECRUITMENT*Competitions*

The staff control measures introduced in 1962 continued to have considerable effect on the normal work pattern. In some departments these measures were eased early in the year creating many vacancies which resulted in a high volume of recruiting and selection activity in a number of specialized fields. But effective programming was difficult because the manner in which departments and segments of departments were exempted from the staff control measures at different times throughout the year, made it difficult to utilize the Commission's staff resources as efficiently as might otherwise have been possible.

After the sharp decline in the number of competitions conducted in 1962 due to the emergency staff control program introduced that year, there was a significant increase in the number of competitions open to the public and those open to promotion within the service during 1963, although these were still somewhat lower than in previous years; there were 4,245 open competitions and 5,887 closed competitions this year compared with 3,553 open competitions and 5,284 closed competitions last year.

The number of applications received has continued to increase each year despite the fact that there were fewer competitions in 1962 and 1963. The district offices have been processing an increasing proportion of the total number of applications for the past two years and in 1963 approximately half of the 200,000 applications submitted were filed with the districts. The increased decentralization of authority to the field offices has no doubt contributed to this trend.

New Appointments to Civil Service	14,750
Promotions	17,886
Transfers	1,012
Demotions	52
Appointments from Lay-off Status	266
Acting Pay Appointments	1,679
Miscellaneous ¹	632
<hr/>	
Total Number of Certificates Issued	36,277

Approximately 40 per cent of all new appointments were made in the clerical and related classes; about 69 per cent of these appointments were females. New appointments to the professional and technical positions numbered about 26 per cent of the total and 75 per cent of these were males. About 14 per cent of the new appointments were made in the administra-

¹ Mainly adjustments resulting from class changes.

tive, executive, and inspection categories; 90 per cent of these were males. The remaining appointments, about 20 per cent, were made in the manual, custodial, maintenance and service classes; about 88 per cent of these were males. Approximately 11 per cent of all new appointees were persons entitled to veterans preference for overseas service. About 25 per cent of all appointees were more than 40 years of age.

Separations

	No. ⁽¹⁾	% ⁽²⁾
1961.....	12,466	8.6
1962.....	12,396	8.5
1963.....	11,226	7.8

(1) Excludes summer students, seasonal, and term employees. In 1963 there were 1974 in these categories.

(2) Based on estimated 145,000 employees in the Civil Service.

A new reporting form for separations was introduced in June 1963. As a result, it will not be possible to make comparable detailed analyses of separations by all causes with those of the preceding year until the data for 1965 is compiled. However, the following items which were common under both methods of reporting will permit these comparisons of 1963 separation data with data for the preceding year.

Reasons for Separations

	1962	1963
Ill Health.....	913	691
Reduction of staff.....	160	58

Separations for 1963 due to voluntary (or controllable) reasons decreased by approximately 10 per cent in comparison with those for the previous year and those due to involuntary (or uncontrollable) reasons by approximately 25 per cent.

Lay-offs

Representatives of the Civil Service Commission and the Department of National Defence held several meetings during the latter part of 1963 to discuss the impending lay-off of some 2,800 classified civil servants from the department and to formulate plans for their placement elsewhere in the civil service.

As almost all these employees reside outside of Ottawa, the district offices of the Commission will have an important role to play in this process. They will work closely with the personnel officers of this department and other government departments so that priority will be given to the reappointment of the employees laid off to vacant positions for which they may be qualified.

Test Development and Research

Continued efforts are being made to place greater reliance on the use of general intelligence tests instead of culturally conditioned knowledge tests (this has already been achieved in university recruiting), and to develop technical and performance tests in closer consultation with representatives of the major educational and training systems in Canada.

Increasing use is being made of short essays immediately prior to oral examination, particularly for intermediate and senior professional, and administrative positions, to introduce candidates to examining boards by presenting to such boards in writing, evidence of their knowledge and intellectual skill.

A detailed study of the relationships between final examination results and characteristics of the candidate group was undertaken to help overcome difficulties of using a written examination in the screening and selection of university graduates.

In anticipation of some of the problems which will arise from the delegation to departments of responsibility for promotion competitions, plans have been made for a conference-training session for departmental personnel officers concerning written examinations.

The main personnel research project was a survey to find the public image of the civil service. In the study, data was collected from some 6,000 senior secondary school students throughout Canada. During this research the Commission received the co-operation of provincial departments of education, school boards, and high school authorities. The final stage of the project will be completed early in 1964.

Special Situations

In the classes of accounting and auditing, greater emphasis was placed in recruiting qualified people for the service as a whole, instead of limiting efforts towards filling individual positions as they occurred in separate departments. Close working relationships were established with professional accounting associations so that their membership would be aware of employment opportunities in the service. As an indication of the success in this regard, an urgent recruiting situation arose after a revision in the Excise Tax Act at the time of the last budget, and the Commission was able to

meet the expanded needs of the Department of National Revenue (Customs and Excise), for qualified auditors without any difficulty.

For some time it has been difficult to recruit a sufficient number of well qualified translators for the Department of the Secretary of State. To cope with this situation the Commission intensified its recruiting activities and with the co-operation of the department established a new translator-in-training class. Discussions were also initiated with a view to decentralizing translating services specifically to Montreal. This is to take place early in 1964. In addition, opportunities in this field were publicized in many educational institutions in Quebec. The Commission feels that these developments should considerably alleviate the shortage of qualified translators.

The training program instituted for computer systems programmers was successful. Fifteen candidates from a very large group of applicants were selected to receive formal on-the-job training and appointment to continuing positions in operating departments. The Commission will maintain an active interest in the progress of these trainees and will carry out studies to include validation of the testing techniques, effectiveness of the training, suitability of the placement, and their development in departments. It is expected that this program will be repeated.

The Commission began recruiting for two new classes; the management analyst class, and the public information officer class. Some difficulty is being experienced in recruiting sufficient numbers of senior analysts to meet the expanding need, but recruiting efforts have been increased. The new class of public information officer established early in 1963 is used to classify positions specializing in information as a service to the public. A number of departments are expanding their information services and more extensive recruitment was undertaken by the Commission to meet the need.

Some difficulty was also encountered in recruiting sufficient numbers of parole service officers for the National Parole Board. To correct this, another series for individuals with less formal training may be established. They would work in close support of some of the parole officers.

There was an increase in the number of applicants for nearly all the office classes and the Commission was therefore able to meet departmental requirements in this area. Considerable success was experienced in meeting the requirements of the Department of National Revenue (Income Tax), for some 900 clerks and 800 key punch operators required by the new data centre.

Despite extensive advertising the Commission again was unable to meet the demand for bilingual stenographers. The Commission is vitally concerned with this matter and is proposing to take concrete measures to cope with the situation. There is also an increasing demand for stenographers for the foreign service, but with the adoption of improved recruiting techniques, the Commission hopes to be able to meet the demands.

The Commission continued its study of the problems inherent in the classification, recruitment, and selection of technicians. The number of technological institutes is increasing and the scope of the courses offered by these schools is being broadened. Full advantage must be taken to secure their graduates to serve as support for the increasing number of professionals in the service. Therefore, the Commission proposes to initiate a distinct program directed at the recruitment and the selection of graduates from technological institutes across Canada.

University Recruiting

The Commission's university recruiting activities were considerably curtailed during the 1962-63 academic year because of staff control measures introduced.

The programs for engineering and forestry graduates were suspended and the programs for graduates in the physical, agricultural, and biological sciences were narrower in scope than those of former years.

The total number of physical science positions normally filled under the Commission's program decreased by approximately 90 per cent in 1963. However, the total number of physical science positions filled increased because positions in the field of meteorology, previously administered under a separate program, were added to the program. The results of the modified program were most satisfactory and qualified candidates were obtained for nearly all positions.

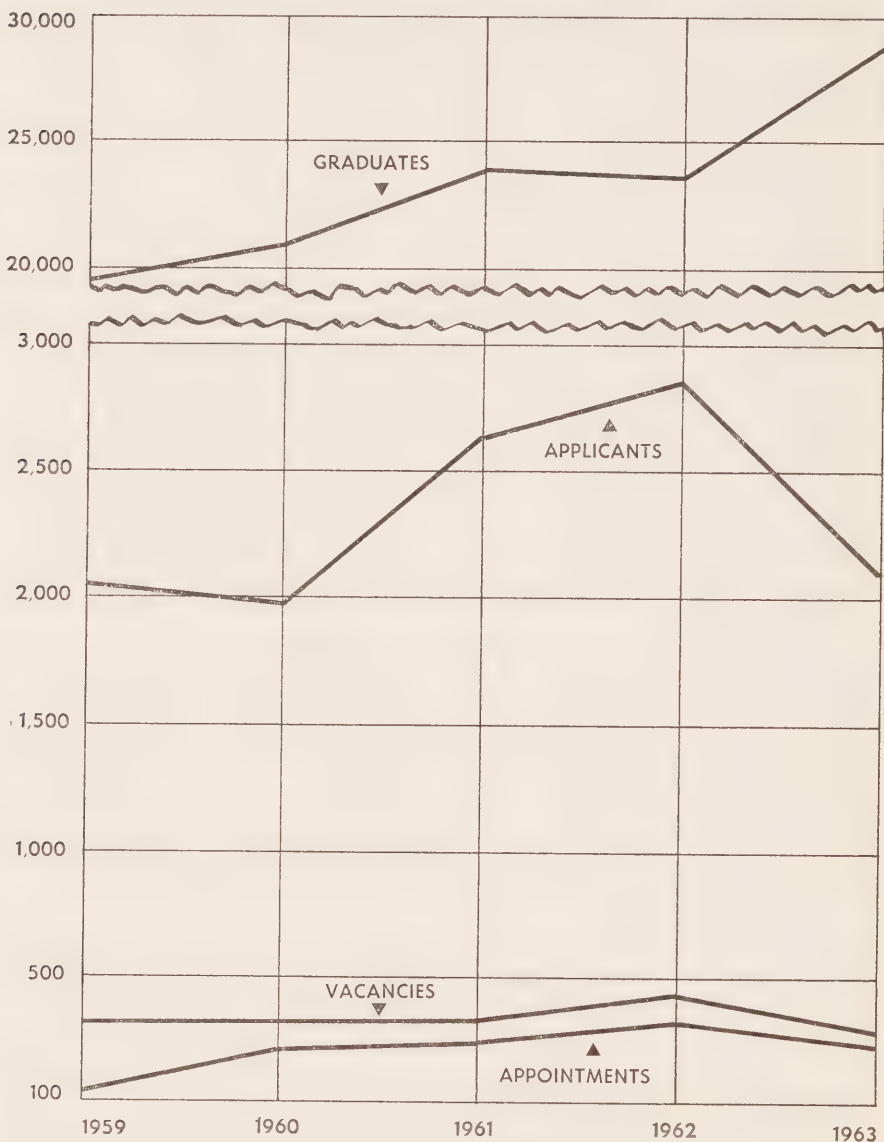
Requirements for bacteriologists and biologists were increased last year from the previous year because of more activity in the Food and Drug Directorate of the Department of National Health and Welfare and similar agencies. In addition, requirements in all allied regulatory classes were added to the 1963 program. Consequently, this became one of the largest programs and included research and analytical chemists, pharmacists and the inspection and regulatory classes of the departments of Agriculture and National Health and Welfare. The total number of positions open was 116 and 97 per cent of these were filled.

The number of junior executive officers for more than 25 departments and agencies, and of foreign service officers for the Departments of External Affairs and Trade and Commerce totalled 98, a decrease of 16 from the previous year. For the first time an optional, short paper was introduced to allow candidates to give evidence of their abilities to write in the official language other than their mother tongue.

One of the continuing problems of the Commission staff is to find more effective ways in which both the students and the members of faculty can be better informed about the function of government administration and about the variety of careers available to university graduates. To accomplish

CAREER EMPLOYMENT

University Recruitment Program for Junior Executive Officers, Foreign Service Officers, positions in physical sciences, bio-sciences and engineering, and positions as research officers in agriculture and forestry.



1. 1959, 1960 no figures for bio-sciences
2. 1963 no program for engineering or forestry
3. 1963 meteorology added to the program

this, brochures have been published and distributed to the universities, thousands of students have been reached by direct mail, and recruitment and selection teams have interviewed students on campuses from coast to coast. For the first time, representatives of 21 universities visited Ottawa to spend a minimum of 2 days gaining information from the Commission at first hand, including the types of work performed by graduates during their early years of employment in government service.

The increase in the number of universities, their expanded enrolments, their geographic dispersion, and the constant increase in the demand of the civil service for those with university training, have heavily taxed the resources of the Commission staff. Because of growth both in the supply and the demand for university graduates the Commission is considering decentralization to district offices of certain aspects of these recruiting activities.

Although the increase in the number of those with university training joining the labour force has relieved shortages in some areas, there is a lack of adequately trained individuals for other areas, particularly in the physical and biological sciences. Considering the number now under training and the anticipated demands of employers, including the universities, renewed efforts must be made to meet this situation.

Further efforts were made this year to attract more French-speaking candidates to the civil service. Approximately 1,000 additional French-speaking potential candidates were contacted during visits to 21 classical colleges. The Fédération des Collèges Classiques is co-operating with the Commission. The purpose of these visits is to acquaint the students at first hand, with the opportunities available in the civil service if they finish their academic training with a classical BA or if they go on to obtain a more specialized degree.

Summer Employment

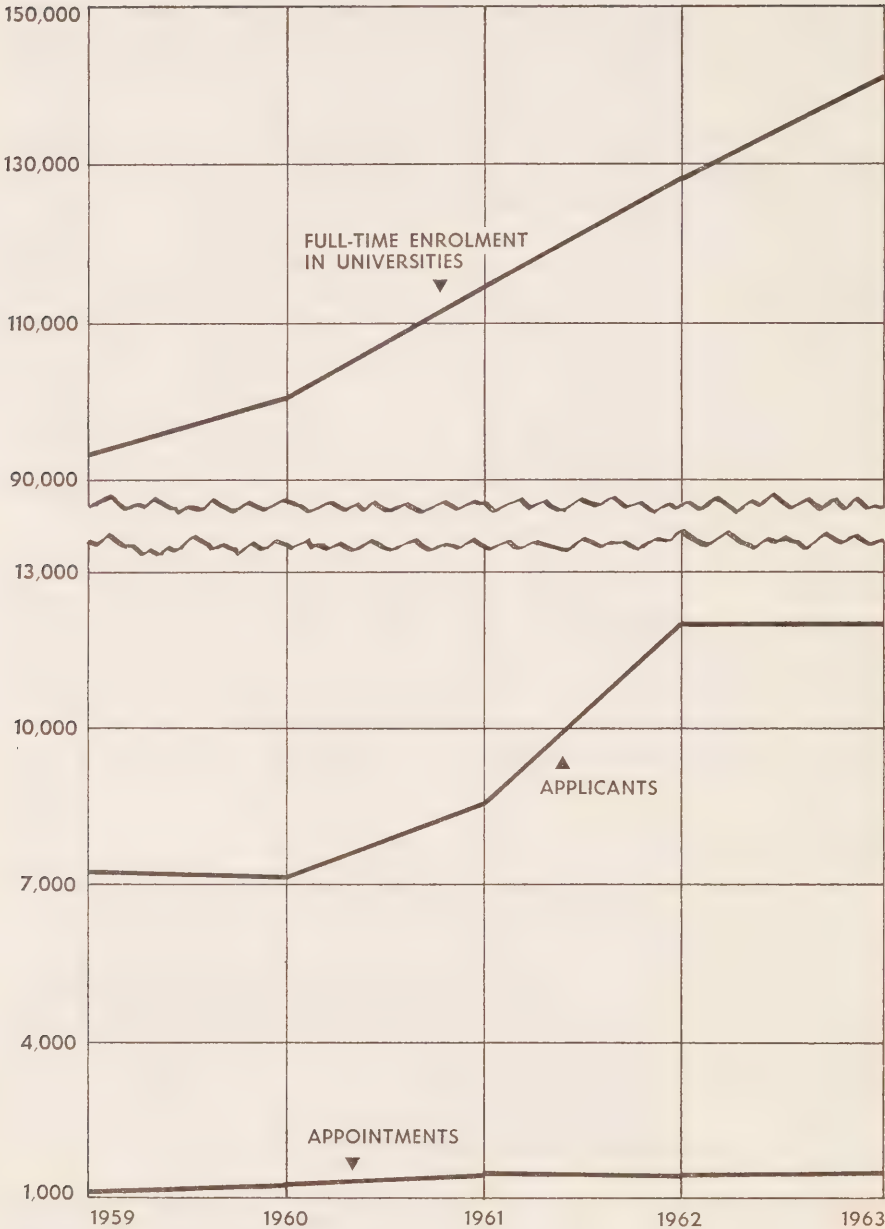
The accompanying graph illustrates the extensive changes that have occurred during the past several years in summer employment. In the past decade, although the departments' requirements have shown only modest increases the number of university students applying for these positions has increased almost 400 per cent. The majority of positions to be filled through this program each year require students in all disciplines, the majority in courses of the applied and pure sciences.

CAREER DEVELOPMENT PROGRAM

Manpower Inventory

The Commission began a manpower inventory which will eventually become an integral part of personnel management throughout the public

CIVIL SERVICE COMMISSION
SUMMER EMPLOYMENT
UNIVERSITY STUDENTS



service. It is intended that the inventory will be fully automated and will provide a basis for planning recruitment and selection programs, training and development programs, classification studies, pay studies, and personnel research studies. The record will be available for use by all departments and agencies.

The first experimental stage of the inventory, involving approximately 1,600 senior civil servants, was completed and selected data placed on punched cards. Substantial benefits of the system are already quite apparent and further benefits are expected when the data is completely coded. The Commission is now collaborating with other interested agencies in the setting up of a standard guide for the compilation of personnel statistics by departments and agencies and it is hoped that the guide will be tested and available to departments by 1965.

Appraisal of Senior Personnel

A further significant development concerning personnel management at the senior level was the introduction of an appraisal program for senior personnel. In developing the program special attention is being given to the personnel needs, the selection practices, and the criteria for promotions and transfers in a career development pattern. Such planning and co-ordination, in anticipating and in filling vacancies at these levels, either through promotions, transfers or outside recruitment will ensure that full attention is fairer to the overall interests of the service, and that the best use is made of existing staff resources.

The Advisory Panel on Senior Appointments formed in 1957 and now composed of the three Civil Service Commissioners, the Clerk of the Privy Council, the Secretary of the Treasury Board and six deputy ministers assists the Commission in meeting these objectives. The regular meetings of the panel provide the Commission with an opportunity to discuss the administration of the senior classes with these officials and to obtain their views on specific appointments, promotions, or transfers that may be under consideration.

The appraisal system is designed to provide a more effective filling of vacancies and a better planned selection of officers for key appointments and for career development, without detracting in any way from the application of the merit principle. The program includes a cyclical appraisal of all employees in the classes where the maximum salary is \$13,100 a year or more. This involves some 2,000 officers and will require interviews by boards consisting of high-ranking officials.

The appraisal program has been widely accepted. Already it has been effective in the selection of staff to fill current senior vacancies, some of which were at the assistant deputy minister level. The Commission is con-

fident that the program will continue to provide greater flexibility in the administration of senior personnel.

Delegation of Authority for Promotions and Transfers

Although the Commission has the statutory responsibility for recruitment, selection, and appointment to positions in the civil service, and for promotions and transfers within the service it is desirable that there be a substantial degree of delegation of the processes of promotion and transfer to departments, if staffing requirements are to be met promptly and if departments are to assume responsibility in personnel management to the degree that they should. During the past decade, there has been a gradual shift of authority for conducting promotion competitions to departments, subject to the supervision and audit by the Commission.

In October 1963 the Commission delegated full responsibility to deputy heads to conduct promotion and transfer competitions up to the more senior levels. Under standards set by the Commission departments may now conduct such competitions, open to their employees, to fill positions up to a maximum salary of \$13,100 a year without reference to the Commission. Furthermore, with the approval of the Commission, departments can conduct similar competitions for positions above this level or inter-departmental competitions for departmental classes (that is, classes which meet the needs of a single department, rather than the whole civil service). Under such delegation, departmental management must of course adhere to the provisions of the Civil Service Act and Regulations.

The delegation of promotion and transfer action to deputy heads has been made as complete as possible and will permit departments to operate with a minimum of delay and to manage their own staff with greater responsibility and efficiency. The Commission will maintain liaison with departments and conduct periodic reviews to ensure the observance of statutory provisions and the maintenance of broad common standards, and to advise departments on ways and means to improve their administration in this area.

The facilities of the Commission will continue to be at the disposal of departments and agencies, particularly those with small personnel offices. The Commission will also be prepared to assume direct responsibility, if requested by a department, to meet any special requirement.

The Commission also gave increased authority to its district representatives so that the recruitment, selection, and appointment processes could be speeded up at the district level and the service improved especially for those departments that have decentralized their personnel operations. District offices thus now have authority to make appointments for most positions in their areas which have a maximum salary up to \$11,800 a year.

Staff Training

Operating in a three-fold capacity, the Staff Development and Training Division again provided advice on the organization, content, and implementation of departmental programs, provided assistance to departments in the operation of their staff development training courses, operated specialized courses to satisfy the training needs of government departments and agencies, and courses of a general nature which were of value to employees in all departments.

During 1963, there was not only an increase in the requests by departments for advice on the organization of staff and the operation of training programs, but the nature of the advice changed. In 1962 emphasis was on training provided by facilities outside the civil service, this year the emphasis was on training within the civil service.

The Commission advised and helped the development of departmental courses, such as the small business training courses of the Department of Trade and Commerce, and the supervisory training courses in the Department of Northern Affairs and National Resources. A training program for supervisors was also introduced in 1963 to provide for the needs of smaller departments which do not have a training establishment. Fifteen departments and agencies have used this program for the training of 115 first-line supervisors, in the role of the supervisor. This is a program in which the supervisors who attend, participate and determine its nature and schedule for their own group.

Enrolment for Commission courses in administrative, supervisory, secretarial, and orientation courses trebled during the year for a total of 1,098. In addition, 1,600 employees enrolled in the correspondence course in Office Management. These courses cover subject matter of common interest to departments and agencies, and can be conducted more economically on a central rather than departmental basis.

On the recommendation of the inter-departmental committee on senior training the senior course in administration, conducted for the past 10 years as a one-month course was planned for an expanded 17 week curriculum. The first of the new series is scheduled to begin in February 1964 with 30 senior employees attending.

The headquarters intermediate courses in administration were extended from two weeks to three weeks with an increase in the number attending these courses, and an increase in time devoted to each course.

Since April 1963 the Commission has published a quarterly bulletin of staff training activities in the public service. Departments and agencies have been co-operative in providing information for the bulletins, which outline events and trends in the field of training throughout the service for the guidance of training officers.

Language Training

During 1963 the Commission studied the problem of language training for government employees and started to make arrangements for a training period to begin early in the coming year at a new language training school. Early in the planning stage the Commission realized that although several methods exist, official sponsorship should be reserved for a type of training that would follow a scientifically proven method and be conducted by professionally trained instructors. It also had to be a method best suited to the needs of the public service in that it was one designed for teaching adults and one that could be adapted to cover a variety of working conditions.

As resources meeting these qualifications are extremely scarce the Commission found it necessary to start the program on an experimental basis with a view to developing gradually, sound courses and a highly qualified team of instructors. Initially two classes will be started, one of English speaking civil servants learning French and one of French speaking civil servants learning English. Other classes (either full-time or part-time), will be started as experience is gained in this type of training in the service and as facilities develop. Similarly, departmental plans for decentralized training will receive the Commission's assistance as resources become available.

CLASSIFICATION

Class standards produced by the Commission consist of a general description of duties and responsibilities and a statement of the qualification requirements for the various grade levels within each class. These are used to perform personnel functions such as position classification, evaluation, and selection.

The Commission early in the year decided to delegate to departments much of its work relating to promotion. It was essential, therefore, that appropriate standards of qualification requirements be provided to the departments at the same time. The Pay and Standards Branch was directed to accelerate its program of class studies so that standards or guides for the classes mainly concerned in the delegation of authority would be available for departmental use.

During the year, the objectives which were designed to produce quickly, if somewhat imperfectly, class standards in connection with the delegation of authority to departments for promotions, were largely achieved. Standards for 312 classes, involving approximately 58,100 employees were published, which added to those previously produced make a total of 392 completed standards covering approximately 79,300 employees. There remain 288 classes involving approximately 60,700 employees which are scheduled for

examination in succeeding years. Now that standards are available for a major sector of the service it will be possible to conduct future reviews more carefully and consequently the rate of production will be more normal.

Of the total number of standards prepared, 53 were revisions of former standards, 226 were for classes for which no formal standards were available, and 33 were for new classes or classes for which a need for a change in class structure was apparent. In several instances the necessity for revision became evident as a result of major studies conducted on the auditing classes, the clerical classes, the management analyst class, the national gallery officer class, the personnel officer class, and the public information officer class. Most of the new classes replace old ones that were out of date in concept or in structure. Several of these, notably the management analyst, personnel administrator, and public information officer classes provide conditions which favour the implementation of certain recommendations of the Royal Commission on Government Organization.

Besides major class changes, a number of minor alterations were made which were not substantive in nature, for example, the assignment of more appropriate class titles or re-numbering the grades in a class. In this area some difficulties have resulted from a difference in interpretation of the Civil Service Act. The Act authorizes the Commission to divide, combine, alter, or abolish any classes or grades. However, the establishment of a department may not be changed without the approval of the Governor in Council. The view of Treasury Board, to which has been delegated the authority vested in the Governor in Council in establishment matters, appears to be that a grade or class alteration of virtually any nature would alter a department's establishment and would thus require the Board's concurrence prior to implementation. The Commission, on the other hand, has held the view that a department's establishment, which is primarily a matter of numbers of positions and salaries, is not substantively altered by the change of a title of a class or by a re-numbering of grades in a class.

One of the important reviews was that of the personnel officer positions which resulted in the establishment of five grades of personnel administrator. An evaluation of some 300 positions relating to the new personnel administrator class and an evaluation of the qualifications of nearly 300 persons currently engaged in personnel work was made. Departmental directors of personnel co-operated in this major undertaking and the Department of National Defence seconded to the Commission one of its senior officers to assist in the realization of this program. By the end of the year, the classification of positions had been substantially completed and the evaluation of incumbents had begun. It is expected that the program will be completed early in 1964.

Another occupational group reviewed was that of treasury officers and two new classes treasury officer and treasury accountant were approved

and they are now being put into effect. This classification review involved 575 positions.

In several departments there were reorganizations which required classification reviews by the Commission. One such review was made after a major reorganization in the Post Office Department. This entailed a classification review of all branches and divisions of the 14 district offices, and of the 9 major post offices, and the establishment of a Management Audit Branch. Following a decision to integrate some 200 primary inspection positions of the Department of Immigration and Citizenship and the Department of National Revenue (Customs and Excise), the Commission made a classification review of these.

PAY

Pay and Conditions of Service

Throughout the year the Commission was engaged in a number of projects dealing with pay and conditions of service. A study was undertaken of casual, part-time, and seasonal employment to ensure uniform use of these categories throughout the service. A study of allowances was made to establish which allowances should constitute part of an employee's pay for purposes of establishing his pay on transfer or promotion. A study was also made of steps taken in other public agencies to remove those factors which contributed to the excessive use of sick leave. It is expected that this study will prove useful and that it will be possible to coordinate it with a similar sick leave survey being made by the Treasury Board staff.

In certain highly specialized classes, unusual conditions necessitate special provisions for the employee's advancement within his grade. Employees in the classes assistant professor, associate professor, and professor, may now be granted increases on their normal salary increase date, to any of the pay rates for their grade. Before a grant of an annual salary increase there must be a recommendation from the Canadian Services College Faculty Review Committee, based on such factors as academic training and demonstrated competence. The Commission established a new class principal scientist in recognition of the exceptional nature of the duties performed by an employee to whom the Commission upon recommendation of the inter-departmental Scientific Appraisal Committee has given the title of Principal Scientist. However, the class cannot be used as the Treasury Board has not yet authorized rates of pay which the Commission recommended on July 4, 1962.

In the pay field, two major amendments of the Regulations were passed. Provision was made to ensure that, when an employee is promoted on a day an increase would have become due him in his old position, he will immediately benefit financially by his promotion. The Regulations had not provided for the determination of the next increase date of an employee who

has been on leave without pay in excess of two months or the next increase date of an employee who has been denied an increase. They were therefore, amended to correct this deficiency.

Amendments dealing with conditions of service were of somewhat restricted application. These included provision for war service to be counted as part of an employee's continuous employment where the employee had resigned from the public service to enlist in World War II or in the Korean Forces and became employed in the civil service within six months following his discharge from the armed forces or from hospital. During the year it was found that, where a person in the public service was to be appointed to the civil service, his services were sometimes required before he could be granted vacation leave which he had earned in the public service. Provision was made for him to be granted, under such circumstances, additional leave in the civil service equal to the amount of the vacation leave he had been unable to take.

The Civil Service Act makes no specific provision for the loan or secondment of an employee. The need became apparent for a regulation which, under certain conditions, would provide for personnel action which would have the same effect. A Regulation was introduced to permit a grant of leave with pay where the services of an employee were required for a Commission established consistent with the Industrial Relations and Disputes Investigation Act, for the Bilateral Aid Program of the External Aid Office, or for an international organization in which Canada is a member. Previously there was no provision for seconding an employee to such agencies. At the year's end, a number of amendments in the areas of pay and conditions of service were in process and a comprehensive review of the Regulations had been made. Following implementation of the deficiencies revealed in this review, most of which are minor in nature, the Commission hopes the Regulations will require amendment only to implement new or changed provisions.

While much was accomplished during the year, certain matters dealing with pay and conditions of service continued to be troublesome. This was in part due to the need to work out new procedures necessitated by the provisions of a new Act. Situations of this nature arise not only where there is a substantive change from the old Act but also where the wording of the Act requires that a different procedure be followed to give the same effect. Under the old Act, provision for increase periods of other than one year was made in the instrument establishing the rates of pay for the class or grade. While increase periods continue to be considered when pay rates are set, under the new Act provision for increase periods of other than a year is made by regulation. This has resulted in the Regulations being amended on an average of three times monthly for this purpose alone. The Com-

mission is endeavouring to find a means of eliminating the requirement that such increase periods be specified in the Regulations.

The Commission was concerned to learn that due to an interpretation of the Act it may not be possible to establish under authority of section 12 of the Act special rates for employees on the grounds that any special rates established must be applicable to the whole grade. The Commission fears therefore, that it will be unnecessarily restricted where there is an evident need for a special rate for particular circumstances or where there is need for more than one scale of rates for a grade as would be the case should the government contemplate zone pay. An opinion is being sought from the Department of Justice, on the proper interpretation of the Act in this regard.

A number of departments are encountering difficulty in meeting the terms of the Civil Service Holiday Regulations which provide for another day of leave with pay for an employee when a holiday falls on his rest day. It is their contention that it is not always practicable for such leave to be granted and that there should be provision for cash payment in lieu thereof. The terms of the Act, however, prohibit such a provision. Difficulties are also being encountered with respect to the Civic Holiday. In order that the same conditions would apply to the Civic Holiday as apply to other holidays, it would be necessary, pursuant to the wording of the Act, to specify each Civic Holiday observed throughout Canada. This has proved impractical and, instead, provision has been made for leave with pay on the day observed as a Civic Holiday in an employee's community. If the employee works on the Civic Holiday he must be granted another day of leave and cannot be granted additional cash payment in lieu thereof. This situation has increased the problems of departments where it is necessary to obtain replacements for employees on leave.

Casual employees are not paid for holidays on which they do not work. The Commission has found this provision to be unsatisfactory, particularly in its application to university students and graduates employed during the summer. Through its university summer program, the Commission hopes to attract a high calibre of employee who will eventually seek permanent employment in the service. It considers that reduction of an employee's pay for holidays not worked places it in an adverse position with respect to other employers competing for the students' services. Since students had not been informed that such deductions would be made in 1963 special authority was provided to pay students for holidays during that year. There is every indication, however, that the Commission's proposal for a continuation of this authority will not be granted.

Aside from difficulties which can only be solved by amendment of the Act, the Commission has encountered problems which have resulted from conflicting views regarding the responsibilities of the Commission in certain

areas. The payment of shift differentials is a case in point. In the Commission's opinion, a shift differential constitutes an element of pay and that therefore any responsibility which an organization may have in respect of pay determination should encompass shift differentials. The terms of the Act, however, have been construed as making no provision for shift differentials and, as a result, they are now being established pursuant to the Financial Administration Act. The Commission believes that it should make recommendations on shift differential as it does on pay.

Pay Research

Information on rates of pay and conditions of employment in all levels of governments, industry, and the professions was provided for the sixth year by the Commission's Pay Research Bureau for the Commission, the Government, and the major federal staff associations. Last year the bureau produced its largest number and variety of confidential reports to meet increased demands for information used in the formulation of pay policy and discussions of pay problems. In addition, it continued to carry out various research and exploratory studies designed to maintain the technical quality of its work.

The bureau performed its work in close co-operation with the Advisory Committee on Pay Research composed of a Civil Service Commissioner as chairman, representatives of the departments, the Treasury Board and the staff associations. The committee advised the Commission on the areas and classes to be studied, the priority of surveys, survey techniques, and the content and distribution of reports. This close co-operation was intensified through the activities of sub-committees composed of the technical advisers to the members of the main committee.

There was also continuing contact and co-ordination with the Department of Labour and the Dominion Bureau of Statistics to make the fullest possible use of the data gathered by these agencies.

Valuable assistance was rendered by officers of the Department of Transport and the Comptroller of the Treasury who were seconded to the bureau to take part in studies of electronic, engineering, and laboratory technicians and of accountants and auditors. Officers representing the three armed services assigned to the bureau assisted greatly in carrying out the bureau's program in 1963.

The information for the Pay Research Bureau studies is gathered in part each year by means of interviews with officials of several hundred firms and institutions. This direct approach enables the bureau to develop an understanding of the compensation paid employees in the private sectors of the economy and to achieve a high degree of accuracy in comparing the duties and responsibilities of positions in the civil service with those of positions outside the service.

In carrying out its surveys, the bureau received excellent co-operation from private employers who showed great interest in the special confidential reports prepared by the bureau for survey participants and in the central point of reference concerning rates of pay and conditions of employment of federal civil servants which are provided.

Besides its regular service for the Commission the bureau carried out a wage survey on behalf of the Saint Lawrence Seaway Authority and co-ordinated its survey of engineering and scientific classes with those of the National Research Council to reduce the time required by respondents participating in both surveys. These surveys were made at the same time as the regular surveys.

The bureau's program was closely geared to the cyclical review and in May it released a report on the general salary situation as of October 1, 1962 containing a general analysis of trends of earnings in industry and in major class groups of the civil service. The report also contained a comprehensive study of the occupational environment and rates of pay of technicians and comparative information on rates of pay for certain maintenance, service, and office classes.

A comprehensive report was compiled on rates of pay, as of July 1, 1963, for engineers, chemists, geologists, economists, and statisticians. Reports were prepared on a number of classes such as translators, patent examiners, and teaching staffs in a number of Canadian universities. Reports were also issued on hospital classes and social workers based on the salary situation as of January 1963.

A number of special studies were carried out as a result of requests from the Preparatory Committee on Collective Bargaining and a senior officer of the bureau was on loan to the committee for several months. Among the bureau studies of value to this committee was an analysis of staff association membership in the public service of Canada.

In June 1963, the bureau released a report on the composition of the civil service as of September 1962. This study, the second of its type, analysed the civil service in terms of such factors as departmental distribution, occupational groups, class structure, and salary level and provided comparisons between certain characteristics of the civil service and paid workers in the labour force as a whole. A study currently in progress will deal with the educational and other qualifications of employees in a large cross-section of administrative, scientific, and technical classes.

A major study nearing completion as the year came to an end was a comparative examination of employee benefits in industry as of July 1, 1963. This study, the second of its type carried out by the bureau, is concerned with the measurement and analysis of employer expenditures on selected employee benefits. It will also provide information on the incidence and characteristics of a limited number of benefits.

Cyclical Salary Review

The cyclical salary review program consists of an examination of civil service salaries in four stages over a two-year period. By the end of 1963, all four stages in the first cycle had been completed and preliminary steps had been taken for commencement of the second cyclical review. On the whole the Commission thinks it has been successfully introduced and the general acceptance of it by departments and staff associations augurs well for its continued success. During 1963, the fourth stage of the cyclical salary review, namely a review of the service, postal, customs, operation and maintenance classes, was completed. Following consultation with staff associations the Commission submitted recommendations to the Government with respect to the rates of pay for grades and classes in this group. In making its recommendations the Commission was guided by the principles set forth in section 10 of the Civil Service Act. In July new rates of pay, which differed for a number of classes from the Commission's recommendations, were approved for a large number of grades to take effect October 1, 1962.

Because of the rapid changes occurring in the salaries for hospital classes outside the service, these classes, representing the third stage in a cycle, have been reviewed annually. Before the review was completed it was necessary to implement an immediate adjustment of pay rates for some of the lower grades of nursing to provide for the recruitment and retention of staff. Recommendations for the balance of the hospital classes and grades were submitted to the government, including a proposal that some pay rates remain unchanged. The new pay rates were implemented with effect from January 1, 1963.

In a few instances it was necessary to deviate from the review program and conduct a separate examination of the rates of pay for a particular class or grade. It was imperative to study the class air traffic controller to provide compensation more in keeping with the heavy responsibilities peculiar to the class. New rates of pay were made effective April 1. Also, during the year there were not enough translators and interpreters in the service. Therefore, to recruit and retain such employees, the rates of pay for these classes were reviewed in advance of the other classes in the professional group, and new rates of pay took effect from July 1 which was the same effective date for the rest of the classes in this group. A new class, translator-in-training, was established to assist in meeting the requirements for translators. Deviation from the review program was also necessary for the few classes that did not lend themselves to the program. Separate studies were necessary for the classes executive pilot, dockyard supervisor, and printing and stationery officer and during 1963 studies of these classes were completed and new rates of pay were established.

On completion of the first cycle, all aspects of the review program were studied, particularly the criteria established for determination of the classes which should be reviewed in each group. However, it was decided there should generally be no change in the grouping of classes for the second cycle which commenced July 1, 1963. This decision was influenced by the task being undertaken by the Preparatory Committee on Collective Bargaining in this area.

One major problem continued to receive the Commission's attention. Civil service pay rates are usually established on the basis of comparative rates in effect outside the service on a certain date. Since outside rates must first be collected and studied before civil service rates can be established, it becomes necessary to approve the new civil service rates retroactively so that they will coincide with the date on which the outside rates were based. As a result, adjustments must be made in an employee's pay for this retroactive period. This presents no problem unless the employee has been transferred or promoted during that period. The Commission is, however, not satisfied with the procedure which is now followed to adjust an employee's pay when he has been transferred or promoted during the retroactive period. In such circumstances, on the instructions of the Treasury Board, an employee's pay is adjusted as if the new rates of pay had actually existed at the time he was promoted or transferred. This can result in a number of anomalies such as payment of an employee at a lower rate in the range and the failure of an employee to receive the full benefit of a revision. The Commission is endeavouring to find a method of implementing new pay rates which will be more equitable.

CONSULTANT SERVICES

Management Analysis

This division is a management consulting service for the use of all government departments and agencies. The division is made available on the request of departments and agencies for consultation and for making surveys in particular problem areas. It also gives training courses in management improvement techniques to departmental staffs as requested.

The impact of the report of the Royal Commission on Government Organization resulted in a greater demand from departments and agencies for the services of the Management Analysis Division. At the beginning of 1963 at the request of the Government in line with the recommendations of the Royal Commission, the division made a survey of all departments and agencies and the results showed that approximately 3,000 employees could benefit from a training course in management improvement techniques. Therefore, the division in co-operation with the Staff Development and Training Division immediately intensified training activities, providing 36 courses for 650 senior and intermediate officers, in comparison with 8

courses in 1962. These courses varied in length from one day to six weeks and covered a wide variety of subjects such as organization, procedures, and methods analysis; work simplification and measurement; forms design and management; office mechanization, including electronic data processing; project planning and advanced mathematical devices for planning and control. The 21 officers of the Management Analysis Division and officers from the Staff Development and Training Division collaborated to conduct this training program. The staff of the Management Analysis Division conducts 50 per cent of the training. Although it uses experts from other government departments and from management consultants for the balance, the division staff has special knowledge of management improvement techniques and has experience in both government and industry. It is expected that this intensive training will continue for at least two more years.

Fifty officers from governments of other countries were in the division during the year, for periods varying from one day to four months, to study its operations and to obtain training in management improvement. Two officers of the division were loaned to the United Nations Organization to do management improvement work in other countries.

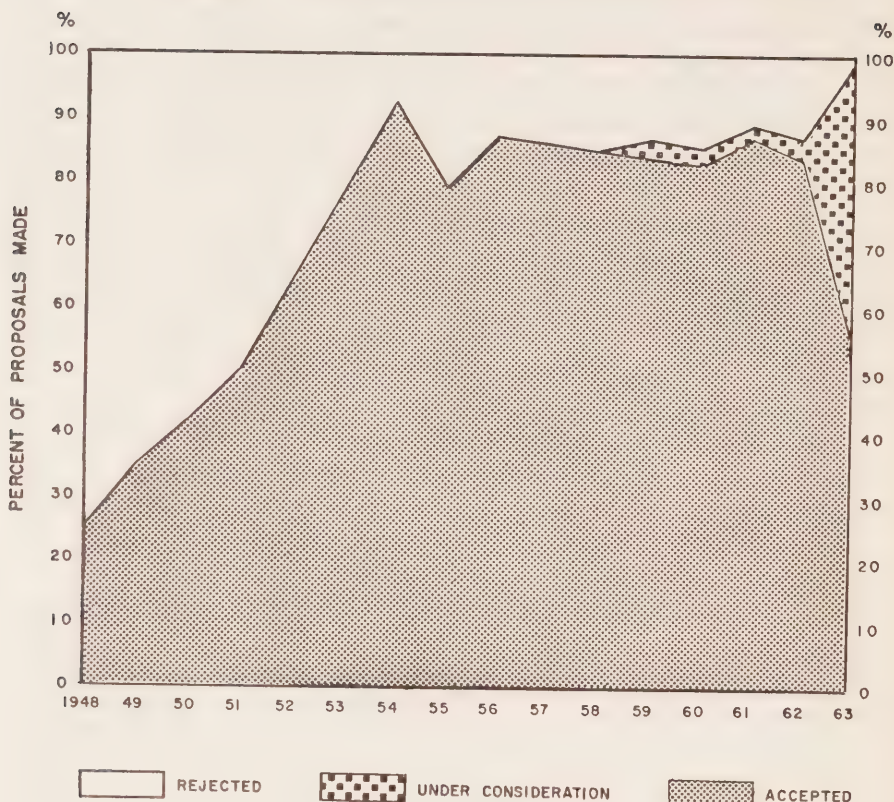
Although some departments and agencies have set up units of their own to specialize in management improvement studies, especially since the report of the Royal Commission on Government Organization, requests for surveys by this division remained at about the same level as last year. During 1963, 25 major surveys were started, compared with 27 in 1962 and a yearly average of 39 since 1948. Because more time was allocated to training, several other surveys were delayed until 1964. One hundred and five minor surveys were requested and completed compared with one hundred last year.

These surveys cover not only organization, procedures, and methods analysis generally, but electronic data processing; work measurement and standards; records and forms management; accounting, purchasing and storeskeeping; personnel records, office services and layout; operations research and its related mathematical and statistical techniques. Two surveys, probably reflecting the effects of the Royal Commission report, were made to develop and to install departmental budgetary control systems. As in previous years, the acceptance and implementation of recommendations continue to level out over a few years at between 80 and 90 per cent of those made as shown in the following graph.

There were more than 600 inquiries for information on management improvement and on office machinery and equipment compared with 400 last year. This increase may be due to the effects of the Royal Commission report and the growth of management improvement services in departments.

CIVIL SERVICE COMMISSION

BASED ON A REVIEW OF PROJECTS AS OF DECEMBER 31, 1963

*Organization*

The Organization Division provides a consulting service to federal departments and agencies on large-scale organization problems. The division conducts studies only on request; the demands for assistance are a consequence of the division's reputation for offering sound advice on complex organization problems.

Two significant trends were noted by the Organization Division during the year. The first was the increase in the number of requests from agencies which are not subject to the Civil Service Act, such as the Centennial Commission, the Senate, and the House of Commons. The second was the increasing involvement by division officers in establishment control and personnel problems when they make organization studies of small agencies. Invariably, the advice of the Commission's Operations Branch was sought in the attempt to provide solutions for such problems. There appears therefore, to be a clear need for formal assistance by a central agency to agencies which are too small to employ professionally qualified officers for establishment and personnel work.

In 1963, 14 studies were completed, an increase of 5 studies over the previous year. Nevertheless, the year ended with unfulfilled survey requests in hand, awaiting assignment to officers occupied with studies in progress. The following studies have been completed since 1960:

Study of a Branch ° Overall Study x	Completed Studies				In Progress at Year End
	1960	1961	1962	1963	
Citizenship and Immigration.....		°			
Defence Production.....				° x	
Finance.....		°		°	
Fisheries.....			x		
Forestry.....					x
Industry.....				x	
Justice.....				°	°
Mines and Technical Surveys.....		°	° °	°	
National Defence.....				°	°
National Health and Welfare.....				°	
National Revenue (Customs and Excise).....		x			
Northern Affairs and National Resources.....			°		
Post Office.....			x		
Public Printing and Stationery.....				x	
Secretary of State.....		°	x	°	
Civil Service Commission.....	x				
National Capital Commission.....			x		
Dominion Coal Board.....				x	
Chief Electoral Officer.....				x	
Senate.....				x	
National Centennial Administration....				x	
External Aid Office.....					x
House of Commons.....					x
Public Health Engineering.....			x		
Canadian Delegation to ICAO.....				x	

Three of the studies were made of agencies heavily involved in scientific and technical work. The results of these studies confirmed once more that techniques of organizational analysis can be applied successfully regardless of the work content of the agency under examination.

APPEALS

The year 1963 was the first full year of operation for the appeals system outlined in the new Civil Service Act.

During the year, the Appeals Division disposed of 793 appeals against proposed promotions. Of these appeals, 158 (20 per cent), were allowed by

the Commission after review of the reports and recommendations of the appeal boards. This marks a decrease from the percentage allowed in 1962 (24.2 per cent), and in 1961 (24.9 per cent). This decrease would seem to indicate that examining boards are taking greater care in the conduct of competitions. In cases where the appeals are allowed, the candidates were re-examined by new examining boards, but only about one-half of the re-examinations resulted in changes in the standing of candidates.

There has been a definite increase in the number of appeals that are withdrawn before the hearing is held. There were 148 such withdrawals in 1963. Usually these were made after the appellants received copies of the replies to their allegations from the departments, as required under section 79 of the Civil Service Regulations. Many appellants stated in their letters of withdrawal that they would not have appealed if they had been given more detailed information at the time they were advised of the results of the competition.

The percentage of promotion competitions appealed has remained more or less constant during the past few years (between 8 and 10 per cent). About 30 per cent of the competitions concerned are for positions outside Ottawa and as far as possible these appeals are heard locally to give appellants an opportunity of being heard personally. In nearly every case the appellant either attends the hearing with or without a representative, or is represented at the hearing either by an officer of a civil service association or by counsel, and in some cases by both.

The division also dealt with 50 appeals against denial of salary increase, 14 of which were allowed, 24 dismissed, and 12 withdrawn. There were 29 appeals against suspension. Of these, 9 were allowed, 17 dismissed and 3 withdrawn. Decisions were rendered on 17 appeals against demotion. Of these, 3 were allowed, 11 dismissed and 3 withdrawn. The division also disposed of 152 appeals against decisions of deputy heads to recommend dismissal under section 60 of the Civil Service Act. Of this number, 17 were allowed, 110 dismissed and 25 withdrawn. Altogether, there were 248 appeals against disciplinary actions.

During the year, the Appeals Division continued in its efforts to reduce the time taken to complete the processing of appeals and in most cases it is now possible to have an appeal heard within three or four weeks from the time the appeal is filed, and a decision rendered within a week or two after that.

Prior to 1963, practically all appeals were heard in English except in cases where the appellant was unable to speak English. The appeal board reports were generally prepared in English and if it appeared that the appellant might not understand the report, it was translated into French and a copy sent to him. In 1963, the Commission decided to hear all appeals in French where the appellants indicate a preference to be heard in French.

In such cases the appeal board reports are now written in French instead of being translated from the English.

Before 1963, the three-member appeal boards were composed in certain types of cases of a Commission Officer as chairman and of two other persons, one who represented the interests of the department concerned and one who represented the interests of the appellant. In 1963, the Commission decided that beginning in 1964, all appeal boards would be composed of disinterested persons and that the roles of representatives would be fulfilled by persons acting in that capacity only.

SUGGESTION AWARDS

The public service saved more than three-quarters of a million dollars last year by using suggestions of employees. Under the Suggestion Award Plan administered by the Commission the government paid out \$40,691.96 for 1,081 suggestions it considered valuable and gained \$774,684.61 in savings. The largest award went to M. J. Mercer of the Department of National Revenue (Customs and Excise), in St. John's, whose suggestion concerning changes in documentation saved the government \$132,140 during the first year it was used.

During the early months of the year the promotional campaign "Exercise Thrift" was completed. Bonus awards were presented to 58 government employees whose suggestions had qualified under the terms of the contest and 68 supervisors received supervisory citations in recognition of their special efforts in encouraging participation in the contest amongst members of their staff. Not only every province of Canada but field units stationed in Europe and the U.S.A. were represented among the contest award winners.

ACKNOWLEDGEMENT

The Commission gratefully acknowledges the advice and assistance of persons from the universities, as well as those from business and industry who assisted the Commission throughout the year. The Commission also thanks departmental officers who have worked closely with our own staff.

R. G. MACNEILL
Chairman

RUTH E. ADDISON
Commissioner

JEAN BOUCHER
Commissioner

Appendix A**COMPOSITION OF FEDERAL GOVERNMENT EMPLOYMENT****as of September 1963****Departmental Branches, Services and Corporations****Employees under the Civil Service Act**

Full-time	135,977
Part-time	1,022
Students Assistants and equivalent	819

 137,818

Other Salaried Persons	25,466
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 163,284

Prevailing Rate Persons	23,415
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Ship's Officers and Crews	3,556
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Casuals and others	12,783
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Total, Departmental Branches, Services and Corporations

203,038

Crown Companies	139,550
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Total, All Persons, Federal Government	342,588
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SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix B

DISTRIBUTION BY PROVINCE OF FEDERAL GOVERNMENT
EMPLOYMENT

as of September 1963

Province	Salaried Em- ployees	Prevailing Rate Persons	Ship's Officers and Crews	Casuals and Others	Total	Crown Com- panies	Grand Total
Newfoundland.....	2,867	480	273	727	4,347	6,671	11,018
Prince Edward Island..	765	227	179	168	1,339	1,069	2,408
Nova Scotia.....	8,046	2,840	1,073	1,887	13,846	5,291	19,137
New Brunswick.....	5,415	1,023	178	637	7,253	7,102	14,355
Quebec.....	25,969	3,793	675	1,857	32,294	34,231	66,525
Ontario.....	77,178	6,853	214	3,064	87,309	40,981	128,290
Manitoba.....	7,923	1,420	42	740	10,125	15,256	25,381
Saskatchewan.....	5,619	757	—	260	6,636	4,849	11,485
Alberta.....	10,102	2,305	21	1,028	13,456	8,203	21,659
British Columbia.....	15,271	3,009	848	1,409	20,537	6,725	27,262
Yukon and Northwest Territories.....	1,377	708	53	815	2,953	261	3,214
Abroad.....	2,752	—	—	191	2,943	8,911	11,854
TOTAL.....	163,284	23,415	3,556	12,783	203,038	139,550	342,588

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix C

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY PROVINCE AND SEX

as of September 1963

Province	All Employees		Males		Females	
	Number	% of Total	Number	% in Each Province	Number	% in Each Province
Newfoundland.....	2,354	1.7	2,057	2.1	297	0.8
Prince Edward Island.....	678	0.5	565	0.6	113	0.3
Nova Scotia.....	6,984	5.1	5,321	5.3	1,663	4.6
New Brunswick.....	4,581	3.4	3,617	3.6	964	2.7
Quebec.....	22,104	16.3	17,447	17.4	4,657	12.9
Ontario.....	66,614	49.0	46,109	46.1	20,505	56.9
Manitoba.....	6,654	4.9	5,089	5.1	1,565	4.4
Saskatchewan.....	3,491	2.6	2,752	2.7	739	2.1
Alberta.....	8,025	5.9	6,155	6.1	1,870	5.2
British Columbia.....	12,514	9.2	9,348	9.4	3,166	8.8
Yukon.....	463	0.3	378	0.4	85	0.2
Northwest Territories.....	445	0.3	372	0.4	73	0.2
Abroad.....	1,070	0.8	760	0.8	310	0.9
TOTAL, All Provinces..	135,977	100.0	99,970	100.0	36,007	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix D

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY METROPOLITAN AREA AND SEX

as of September 1963

Location	All Employees		Number of Male Employees	Number of Female Employees
	Number	% of Total		
St. John's.....	1,242	0.9	1,032	210
Halifax.....	4,809	3.5	3,455	1,354
Saint John, N.B.....	1,293	1.0	935	358
Quebec City.....	2,773	2.1	2,072	701
Montreal.....	13,889	10.2	10,888	3,001
Ottawa-Hull.....	36,297	26.7	22,232	14,065
Toronto.....	13,052	9.6	10,219	2,833
Hamilton.....	1,443	1.1	1,118	325
Kitchener-Waterloo.....	573	0.4	467	106
London.....	3,120	2.3	2,210	910
Windsor.....	1,127	0.8	976	151
Sudbury.....	294	0.2	209	85
Winnipeg.....	5,207	3.9	3,919	1,288
Calgary.....	2,449	1.8	1,839	610
Edmonton.....	3,835	2.8	2,857	978
Vancouver.....	7,033	5.1	5,257	1,776
Victoria.....	2,835	2.1	1,988	847
TOTAL, All Metropolitan Areas	101,271	74.5	71,673	29,598
Other locations.....	34,706	25.5	28,297	6,409
TOTAL, All Locations	135,977	100.0	99,970	36,007

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix E

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY DEPARTMENT

as of September 1963

Departments	Number of Employees	Percentage of Total Employees
National Defence.....	27,083	19.9
Post Office.....	24,177	17.8
National Revenue.....	13,963	10.2
Veterans' Affairs.....	10,839	8.0
Transport.....	10,402	7.6
Unemployment Insurance Commission.....	8,647	6.4
Agriculture.....	6,010	4.4
Public Works.....	5,333	3.9
Comptroller of the Treasury.....	4,068	3.0
National Health and Welfare.....	3,069	2.3
Citizenship and Immigration.....	2,742	2.0
Mines and Technical Surveys.....	2,563	1.9
Dominion Bureau of Statistics.....	2,078	1.5
Northern Affairs and National Resources.....	1,680	1.2
External Affairs.....	1,580	1.2
Defence Production.....	1,452	1.1
Others.....	10,291	7.6
TOTAL, ALL DEPARTMENTS.....	135,977	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix F

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY AGE GROUP AND SEX

as of September 1963

Age Group	All Employees		Males		Females	
	Number	% of Total	Number	% of Total	Number	% of Total
Under 20.....	1,724	1.3	405	0.4	1,319	3.7
20 - 24.....	10,621	7.8	5,486	5.5	5,135	14.2
25 - 29.....	11,713	8.6	8,267	8.3	3,446	9.6
30 - 34.....	12,456	9.2	9,617	9.6	2,839	7.9
35 - 39.....	15,845	11.6	11,955	12.0	3,890	10.8
40 - 44.....	24,057	17.7	18,847	18.9	5,210	14.5
45 - 49.....	20,618	15.1	15,728	15.7	4,890	13.6
50 - 54.....	15,719	11.6	11,712	11.7	4,007	11.1
55 - 59.....	11,118	8.2	8,387	8.4	2,731	7.6
60 - 64.....	6,991	5.1	5,427	5.4	1,564	4.3
65 and over.....	1,986	1.5	1,639	1.6	347	1.0
Age not recorded.....	3,129	2.3	2,500	2.5	629	1.7
TOTAL, All Age Groups.....	135,977	100.0	99,970	100.0	36,007	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix G**DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES
BY SALARY GROUP****as of September 1963**

Salary Group	Number of Employees	Percentage of Total Employees
Under 2,000.....	523	0.4
2,000 – 2,499.....	4,363	3.2
2,500 – 2,999.....	10,176	7.5
3,000 – 3,499.....	14,109	10.4
3,500 – 3,999.....	22,233	16.3
4,000 – 4,499.....	23,041	16.9
4,500 – 4,999.....	21,428	15.8
5,000 – 5,499.....	12,723	9.4
5,500 – 5,999.....	6,442	4.7
6,000 – 6,499.....	4,807	3.5
6,500 – 6,999.....	2,960	2.2
7,000 – 7,499.....	2,757	2.0
7,500 – 7,999.....	1,947	1.4
8,000 – 8,499.....	2,148	1.6
8,500 – 8,999.....	1,205	0.9
9,000 – 9,499.....	1,208	0.9
9,500 – 9,999.....	550	0.4
10,000 – 10,999.....	1,021	0.8
11,000 – 11,999.....	915	0.7
12,000 – 12,999.....	216	0.2
13,000 – 13,999.....	518	0.4
14,000 – 14,999.....	326	0.2
15,000 – 15,999.....	190	0.1
16,000 and over.....	171	0.1
TOTAL, All Salary Groups.....	135,977	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix H**CIVIL SERVICE COMMISSION LITERATURE****Available from the Queen's Printer**

Civil Service Act	35¢
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 Officers
 Opportunities for Graduates in Engineering
 Opportunities for Graduates in Physical Sciences
 Opportunities for Graduates in Biological Sciences
 Opportunities for Graduates in Law
 Opportunities for Graduates in Library Science
 Opportunities for Graduates in Medical Sciences, Dietetics, and Social Work

Appendix I**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Marshall Building,
127 Water Street,
St. John's, Nfld.
Phone: 578-7778

HALIFAX DISTRICT OFFICE

Ralston Building,
105 Hollis Street,
Halifax, N.S.
Phone: 423-9321

SAINT JOHN DISTRICT OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: 693-2769

MONCTON SUB-OFFICE

Room 404, New Federal Building,
1081 Main Street,
P.O. Box 548,
Moncton, N.B.
Phone: 384-8088

MONTREAL DISTRICT OFFICE

1165 Bleury Street,
Room 1038,
Montreal, P.Q.
Phone: 861-2731

QUEBEC SUB-OFFICE

3 Buade Street,
Post Office Building,
Quebec, P.Q.
Phone: 524-4430

OTTAWA DISTRICT OFFICE

Excelsior Life Insurance Building,
270 Laurier Avenue, West,
Ottawa, Ont.
Phone: 992-6128

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.
Phone: 924-1471

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: 432-2141

WINNIPEG DISTRICT OFFICE

Room 702, Winnipeg General Post
Office Building,
266 Graham Avenue,
Winnipeg 1, Man.
Phone: 943-4468

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue and Rose Street,
Regina, Sask.
Phone: 522-0289

SASKATOON SUB-OFFICE

310 London Building,
Saskatoon, Sask.
Phone: 242-7771

EDMONTON DISTRICT OFFICE

Room 766,
Federal Public Building,
107 Street and 99 Avenue,
Edmonton, Alta.
Phone: 424-0251

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alta.
Phone: 266-3160

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: 681-5251

VICTORIA SUB-OFFICE

Room 401, New Federal Building,
1230 Government Street,
Victoria, B.C.
Phone: 385-6787



Civil Service Commission of Canada

Annual Report 1964

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THE YEAR IN REVIEW

The year 1964 was a significant one in the development of personnel administration in the Public Service of Canada. Steps were taken to prepare for the introduction of collective bargaining, a comprehensive revision of the classification system in the service was started, and the staffing function of the Civil Service Commission was re-examined in terms of basic concepts and principles.

The program for the revision of the systems of classification and pay applying to civil servants and prevailing rate employees was undertaken by the Commission at the request of Cabinet, and on the basis of recommendations made by the Preparatory Committee on Collective Bargaining in the Public Service. The revision program divides the service horizontally into a relatively simple framework of occupational categories and groups to provide a sound basis not only for an orderly approach to collective bargaining but also for a more dynamic approach to the whole personnel function in the public service.

In reviewing the impact of these changes, the Civil Service Commission examined its staffing function in order to assess its scope and effectiveness and to reconcile and co-ordinate those elements of the task for which Parliament has made it exclusively responsible with those closely related personnel activities which are the primary function of departments and agencies.

In the field of recruitment, which is a major responsibility of the Commission, highlights in 1964 included closer liaison with universities to ensure effective recruitment of graduates in the arts, sciences and professions; a new recruitment program directed at graduates from the various technological institutes which have been established across the country; and special efforts to attract a greater number of secondary school graduates. Written examinations were redesigned in order to bring out more fully the candidate's education, experience and personal qualities.

The appraisal of performance is a most important element in the management of human resources. In the course of 1964, the appraisal system and plan of salary administration initiated the preceding year for senior administrators was further developed and steps taken to introduce similar arrangements for scientific research officers. In recognition of the heavy demands that will be placed upon personnel administrators by the introduction of collective bargaining and by the new developments taking place in the personnel field, the Commission started the assessment and appraisal of all officers engaged in personnel functions. In addition, plans were made for a special twelve-month training and development course in personnel administration.

In 1964, the Commission multiplied its activities in the area of training and development. The duration of the advanced course in public administration that it had offered for many years to senior officers was extended from four weeks to four months. This enabled the course to be reorganized and the content to be strengthened in scope and in depth. A new development in training

was the opening of a language school to teach French to English-speaking civil servants and English to French-speaking civil servants. The school started with 50 students in February 1964 and there were 150 by the year-end with an expectation of more than 1,000 in 1965. In response to requirements brought about by the introduction of new concepts and techniques of financial management, the Commission organized a special course in cost accounting for some 80 employees. Courses in general administration, in specialized management techniques, and in secretarial services were attended by a total of 1,900 employees, and another 2,000 enrolled in the correspondence course in the theory of office management.

As part of the cyclical review of civil service salaries, the Commission reviewed and recommended pay increases in the rates of pay applicable to approximately 79,000 civil servants employed in professional, administrative, clerical and hospital classes.

In addition to reports on outside rates of pay required in conjunction with the cyclical review of salaries, the Pay Research Bureau during 1964 issued a number of special reports covering such subjects as fringe benefits in industry; industrial pay practices in different geographic locations; recruiting rates for university graduates, as well as bibliographies on wage and salary administration and on employee benefits and services.

The Appeals Division of the Commission during the year heard 835 appeals against proposed promotions and transfers and 202 appeals against disciplinary action, which includes denial of salary increase, suspension, demotion and dismissal.

In 1964, the Commission continued to provide a management consultant service to the various departments and agencies of government. In addition to organization studies, surveys were carried out covering a wide range of specialized management techniques. Special advisory services were supplied to the United Nations on matters related to electronic data processing and to supply management. During the year, a booklet entitled "The analysis of organization in the Government of Canada" was published and attracted a good deal of interest within and outside the service.

In the area of incentives, a new plan known as the "Incentive Award Plan of the Public Service of Canada" was introduced by the Government during 1964. This plan, which includes the suggestion award program which has been in existence in the service since 1952, gives recognition to public servants for contributions to the service of merit or of outstanding achievement as well as for money-saving ideas covered under the suggestion award scheme.

Included as appendices to this report are statistics of the composition of federal government employment, showing distribution by province, metropolitan area, department, age group and sex, and salary. A list of available publications relating to the activities of the Commission and a list of the district offices of the Commission are also included.

THE STAFFING FUNCTION

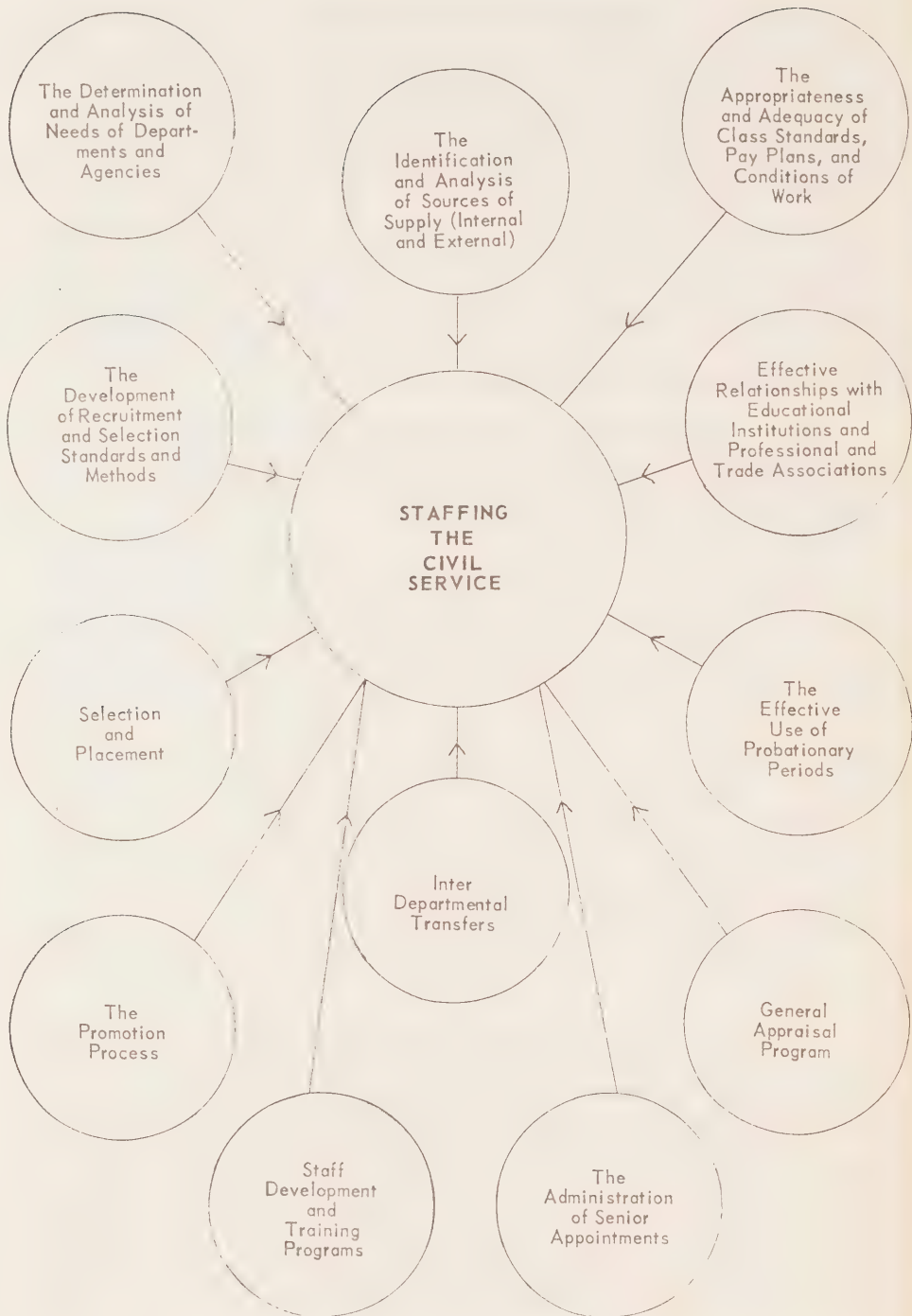
The preservation of the merit principle remains the underlying preoccupation in the staffing of the service by the Commission. Complementary to this is the growing need for professional services in the management of human resources, which is leading the Commission to change and develop its approach to its more creative functions to meet the needs and best interests of the service.

As the central staffing agency for the civil service, the Commission believes it must show creative initiative and objective leadership in this area of administration. The Commission believes it must also seek to delegate tasks to departments and agencies to increase their operational effectiveness and to permit concentration of Commission resources on the most significant and purposeful aspects of personnel administration.

The activities which form the substance of the Commission's task of staffing the service can be separated into a number of areas, but they are all inter-related as indicated on the accompanying chart, and they demand close co-ordination with departments and agencies.

An efficient and economical recruitment and selection program requires fore-knowledge of the departmental needs gathered in a systematic manner and analyzed to reflect the wide range of these needs. Complementary and equally important is a comprehensive and up-dated inventory of the sources of supply of manpower. This is particularly necessary for professional classes and for classes which are known to be in short supply. One of the sources of supply is in the universities and much useful work has been done in recent years in developing relationships with the universities to facilitate recruiting at that level. Nevertheless, it is apparent that more specialization in this work and more extensive contacts and effort are needed if the service is to obtain its fair share of skills and of high quality students. There is also a need to extend and develop the Commission's relationships with the other prime sources of supply, namely the technological institutes and the secondary schools, and to establish effective contacts with appropriate professional and trade associations.

For the great majority of classes, the selection and placement processes are shared by the Commission with the departments and agencies concerned, and co-operation is essential to ensure that the needs of departments are correctly identified and expeditiously met. Similarly, there is a vital need to ensure that classification and pay plans, and working conditions generally, are influenced by considerations of recruitment and career development. The responsibility of the Commission is to bring independent judgments to bear, to ensure that the appropriate skills are used in the process, and, by advice and example, to provide leadership of a high order in this aspect of personnel management.



The filling of a vacant position raises important problems of choice. A candidate can be sought from outside the public service (the importation of "new blood"), or from within the public service or selected segments of it. Alternatively, the position could be filled by the transfer process as part of a career development program, or the maintenance of high morale might demand a strictly localized promotion competition. Along with others, the Commission has inescapable responsibilities in this matter which demand initiative and action, and no less in those activities, such as promotion competitions, where authority is delegated. The Commission has delegated authority to departments and agencies for the management of promotion competitions up to the level of senior appointments. Nevertheless, it retains an overriding responsibility for appointments, including appointments which result from promotion competitions, and it will need to improve its oversight of promotion processes and actions throughout the service to ensure common approaches and equitable practices. It has therefore an allied concern for keeping abreast of new techniques, for advising and counselling departments on the administration of internal promotions, and for conducting specific competitions at the request of departments and agencies.

Performance appraisal and review is mainly a departmental responsibility, and the Commission's concern must be in general terms for the service at large. Smaller departments and agencies, at least, will need guidance and help to supplement and develop their slender personnel skills and resources. The Commission believes that the appraisal program should be conceived in broad terms and bear a relationship to recruitment policies and career development policies, and be seen as crucial to the efficient staffing of the service. It must continue to lead in this area with advice and performance, particularly at the intermediate levels where there is a source of eligible persons.

Constant growth and change are inevitable in the organization of government, and periodically this reveals the need for some redistribution of management skill. Moreover, management skills at senior levels are enhanced if administrators have been in a variety of work situations and challenges, through a planned rotation. The Commission can play a leading role in facilitating inter-departmental transfers (at junior, intermediate and senior levels) quite distinct from the departmental responsibility for intra-departmental movement.

Staff development and training programs are also important elements of a comprehensive staffing program. Although these may originate in individual departments, or at the centre, there is a need for a central source of information on the full range of programs so that progress and development may be logical and subject to co-ordination. In the operational sense, the Commission must be ready to assist departments with programs which are purely departmental in scope, and must originate and conduct programs which have wider applicability. If economical and effective use is to be made of the government's

training resources, and if the resources are to be co-ordinated and guided efficiently, then the Commission must embrace the responsibility for accumulating the information necessary for defining, planning and conducting the central programs and for assisting with the departmental programs.

CLASSIFICATION AND PAY

Classification Revision

The most far-reaching revision of the system of classification and pay since Arthur Young and Company laid the foundations of the present system in 1918 was undertaken at the request of the Cabinet. Based on the recommendations made by the Preparatory Committee on Collective Bargaining in the Public Service, this revision is regarded as a prerequisite of the collective bargaining regime and of improved personnel administration in the public service. The Commission's Bureau of Classification Revision was established in October 1964 to develop and to implement the new system in consultation with departments and staff associations.

Positions are being classified into occupational categories and groups.

The objectives are:

- (1) to provide a logical framework for the determination of bargaining units and the negotiation of rates of pay;
- (2) to enable the government to respond flexibly to changes in outside rates of pay while at the same time retaining a high degree of stability in the important rate relationships between jobs within the service;
- (3) to make possible different approaches to the administration of classification and pay for different types of employees;
- (4) to provide attractive, more clearly discernible career patterns and stronger incentives to superior performance;
- (5) to permit extensive delegation to departments of the authority to classify position.

There will be six occupational categories: executive, scientific and professional, administrative, technical, clerical, and operational. The latter category is composed of manual, custodial, and service jobs.

The categories will be subdivided into occupational groups. These can be best explained by reference to four characteristics that will generally but not invariably apply to them:

- (1) each group will be composed of occupationally similar jobs;
- (2) employees in each group will have similar kinds of skills and basic educational qualifications;
- (3) each group will have a separate (though not necessarily unique) basic pay plan, providing a framework for the recognition of a logical set of internal relativities;

- (4) as far as practicable, each group will bear a relationship to an identifiable outside market.

It is hoped that the grade structures in the new groups will be simpler and that successive grades will be clearly distinguishable from each other by significant differences that can be readily identified by accepted classification and evaluation techniques.

The contribution of the individual employee to the character of his job has been recognized in some parts of the existing system, particularly in those pertaining to senior officers and scientific research personnel. Similar recognition may be desirable in other areas, and consideration will be given to the feasibility in these areas of introducing performance salary plans which provide for discretion by departmental managers in determining the rate of in-grade salary progression of their employees.

The classification revision program will be governed by a tight pattern of deadlines calling for its completion in stages, at dates between now and 1967. By the end of 1964 the program was well underway due in large part to the participation and assistance of departmental personnel. A number of departmental officers were on the staff of the Bureau of Classification Revision making an effective contribution to the work of planning and development. Others were designated in their departments to act as points of contact with the bureau and to provide it with the information needed on the duties and responsibilities of the thousands of positions affected. More senior departmental officers will be asked to bring their operating experience to bear on the developing plans for the new system through the medium of advisory committees for the different occupational categories.

Classification Branch

The Classification Branch provides service to departments and agencies for their essential continuing classification needs while the new system of classification is being developed. Departments and agencies have co-operated with the Commission in limiting requests for classification surveys and in providing increased assistance on classification work. The branch, with the co-operation of the departments, has curtailed further development of new class standards and the creation of new classes and grades. Nevertheless, to meet certain urgent requirements, some new classes and grades were created and work must still be done on standards for several classes. However, most of these are occupationally based and will fit easily into the new system of classification and pay.

As an alternative to the creation of new classes and grades, classification guides or instructions have been prepared as an aid to officers in the classification of positions in existing classes and grades.

Pay and Conditions of Service

The Commission's present responsibility for pay and allowances of civil servants is, briefly, to review civil service salary rates and pay practices in relation to those existing outside the service, and to recommend any necessary adjustments.

In 1964 pay rate reviews for three of the civil service groups in the second round of the cyclical review were completed. Recommendations were made for classes in the "A" group, covering approximately 8,400 professional employees and the revised rates became effective retroactive to July 1963. Approximately 65,000 clerical, administrative and inspectional employees were involved in the "B" group salary revisions announced in August. Salary ranges of the great majority of these classes were increased by amounts ranging from \$90 a year in some of the entrance grades, to \$700 a year in certain administrative classes. The approved increases were effective retroactive to October 1, 1963. "C" group comprises hospital classes containing some 5,500 employees, most of whom work in hospitals operated by the Departments of Veterans Affairs and National Health and Welfare. Unlike the "A" and "B" groups, the "C" group has been reviewed in 1963, but, because of the rapid changes in salaries for these classes outside the service, a further review was undertaken. The review revealed the changes in salary rates for many of the hospital classes were not required in 1964. It was decided that, except for certain shortage occupations such as nurses, and physio and occupational therapists, the review of hospital classes would be made every two years, in line with the other groups in the cycle.

The Commission reviewed the recruiting rates applicable to graduates of Canadian universities so that it could continue to compete in this highly competitive market. In collaboration with Treasury Board staff, it determined the rates that will be offered 1965 graduates in various disciplines.

A continuing review of the Civil Service regulations was conducted throughout the year. For example, on conditions of service, such as hours of work, overtime, and leave, the Commission's responsibility has been to see that the relevant regulations continue to be realistic from an administrative viewpoint and comparable to the practices of other employers. As a result of this review a number of amendments were recommended to the Governor in Council. These amendments did not represent a change in policy but rather were intended to clarify existing provisions or to make the regulations more practical in light of changing conditions.

The Commission also gave assistance to the Canadian Corporation for the 1967 World Exhibition on matters relating to pay and leave problems.

Pay Research

The Commission's Pay Research Bureau continued to provide information on rates of pay and conditions of employment in government, industry and

the professions. Many reports were issued to meet the demands for information needed for purposes of pay determination and for consultations with the staff associations. Various research and exploratory studies were also undertaken to improve the technical quality of the bureau's work.

The Commission's activities in pay research are closely geared to the government's cyclical salary review. Reports were issued on rates of pay outside the government for clerical and administrative classes, as well as for hospital and related classes. Among the related classes surveyed were social workers, welfare officers, home economists, and nutritionists. Studies were also made of rates of pay and other conditions of employment for classes involved in the operations of penitentiaries. In addition, rates of pay in municipal and provincial police forces were surveyed for the review of salaries of non-commissioned, uniformed staff of the Royal Canadian Mounted Police. A survey was conducted to determine the trend in pay for engineers between July 1, 1963 and July 1, 1964. A major survey of outside employers was undertaken in the fall to provide information for the review of service, maintenance, technical, postal, customs, and immigration classes as of October 1, 1964. A group of administrative and supply classes were also included in this survey.

A number of special reports were issued during the year on such subjects as: fringe benefits in industry; practices of outside firms in establishing rates of pay and conditions of employment in different geographic locations; anticipated recruiting rates for 1965 university graduates; benefits and conditions of employment in the federal civil service; membership of federal staff associations in non-civil service classes; and civil service employment in terms of departmental distribution, occupational groups, class structure and salary level. A bibliography on wage and salary administration, and on employee benefits and services, was also issued.

The information for most pay research studies is gathered by means of interviews with officers of several hundred firms and institutions. This direct approach enables the Commission to achieve a high degree of accuracy in comparing the duties and responsibilities of positions in the civil service with those of positions outside the service. It also permits a greater understanding of the compensation policies and practices of other employers.

In carrying out these surveys the Commission's Pay Research Bureau received excellent co-operation from participating employers. This is attributable, in part, to the fact that they are given the results of the bureau's surveys in the form of confidential reports. On the other hand, the bureau responded to numerous individual requests from employers and various provincial and municipal governments. In both instances employers have continued to indicate they appreciate the role of the Pay Research Bureau as a central point of reference for information on rates of pay and conditions of employment in the federal civil service.

The Advisory Committee on Pay Research, comprising management as well as staff, advises the Commission on the priority of projects, the classes to be studied, the firms to be surveyed, and the content and distribution of reports. Various technical sub-committees of the main committee assisted in this work, and continuing contact was maintained with the Department of Labour and the Dominion Bureau of Statistics to ensure the fullest possible use of the data gathered by these agencies.

The bureau extended its co-operative arrangements with other agencies of government to avoid excessive and possibly conflicting demands on employers and to provide its pay research facilities to the public service as a whole. During the general field survey in the fall of 1964, officers of the Ontario Government Pay Research Branch accompanied officers of the bureau on many field visits throughout Ontario so that the survey requirements of the two organizations could be met in one study. A survey of the pay of engineers and scientists engaged in research and development, was carried out for the National Research Council of Canada in conjunction with the bureau's trend survey of salaries of engineers and a report on the salaries of all engineers and scientists was prepared and distributed by the Commission for the first time.

RECRUITMENT AND RESEARCH

1964 produced significant increases in the number of competitions, the number of applications received in response to the competitions, and in the number of new appointments. For example, more than 250,000 applications (a 28% increase) were received for a total of almost 5,000 competitions (13% higher than in 1963).

University Recruitment

Recruitment activities among university graduates increased notably in 1964, following the gradual relaxation of staff control measures which had been introduced in 1962. Recruiting for engineering and forestry graduates, which had to be suspended in 1963 because there were few vacancies, was also reinstituted.

The Commission continued its efforts to inform both students and faculty members at universities about the functions of government, stressing the variety of civil service careers that are available to university graduates. Brochures were distributed by direct mail to 8,000 students and faculty members, and 7,000 of these brochures were distributed to university placement offices. Seminars were held at 13 of the major universities from coast to coast, and for the second successive year, talks were given to various student clubs. Placement officers and liaison officers from 12 universities were brought to Ottawa to learn at first hand the work of government departments and of the employment opportunities in the service.

Seven new universities were established in Canada in the past year, and enrolment at both undergraduate and post-graduate levels rose by about 20,000. This has sharply increased the number of university trained individuals who are interested in civil service careers. There is also a proportionately greater demand in the civil service for people with this kind of training. Far from making recruitment easier, however, the resulting increase in the number of applications has heavily taxed the resources of the Commission's staff which will have to be augmented to meet the needs of the departments and to give more attention to methods that will attract a greater proportion of students who have obtained academic excellence.

During the last year, recruitment activities were aimed more directly at the most likely source of supply and the Commission strengthened its relationship with universities by closer ties with recognized leaders in the academic communities. At five universities, faculty committees were appointed to meet with Commission officers at regular intervals. The members of these committees, who are drawn from a variety of disciplines, give valuable advice to the Commission on arranging visits, on changes and contemplated changes in the academic program, and prove particularly helpful in drawing attention to outstanding individuals.

Relations with the teaching and research faculties of the universities were also improved by a successful pilot program of a summer internship for university students. Because of this success, the program will be enlarged to include more universities next year. Under the pilot program, 12 outstanding students were nominated by universities to work in three government departments. The program was restricted to students in political science who were in their final year, or who were at the post-graduate level. Its purpose, and the purpose of future programs, was to provide practical experience and training related to the students' studies. Their work in the service included the development of projects and studies, which, in a number of instances, provided useful information for their thesis work, as well as being useful to the departments. The Commission believes this type of internship will encourage students to enter the service once their studies are completed. In fact, all but one of the students either made immediate application for permanent positions or indicated they wished to return for a second summer while continuing graduate work; and all departments who participated asked to have the program continued and expanded in succeeding summers. In 1965 the areas of academic interest will be broadened to include students in Social Sciences, Commerce, and in the Bio-Sciences such as Pharmacology; areas in which it has been traditionally difficult to recruit qualified personnel.

Because specific university courses are being offered at widely scattered geographic points, further steps were taken to decentralize the university program where resources permitted. Officers from Commission headquarters

visited all degree conferring institutions in Canada and they discussed with the Commission's own district representatives how this decentralization might best be accomplished. As a result, district officers this year played a greater role in the selection of students from universities for positions in Ottawa.

The number of vacancies for recently graduated engineers decreased in 1964 by 35 per cent, compared with vacancies in 1962, and the number of applicants decreased by about 33 per cent. No program was held in 1963. The decreases are attributed to a reduction of about 10 per cent in the size of graduating classes, and exceptionally keen competition from other employers.

The number of openings for recent graduates in the Physical Sciences doubled, mainly because more post-graduates were needed for the Mines Branch of the Department of Mines and Technical Surveys. Many new graduates were also needed to work in bio-sciences in the service, especially in sections such as the Food and Drug Directorate in the Department of National Health and Welfare which has continued to expand and to require a large number of university post-graduates. One hundred and forty-eight graduates were needed for regulatory and research activities, and 70 per cent of these requirements were filled. The Forestry program was reinstated in 1964 after a lapse of one year. It attracted 87 applicants, about half as many as in 1962 for four vacant positions.

There was a sharp increase in the demand for junior executive and foreign officers from 27 departments and agencies. To meet this demand, especially for junior executive officers, a supplementary program was held during the summer months. All together, 100 JEO's and 42 FSO's were appointed, an increase of 45 per cent over 1963. These appointments met a relatively high percentage of the requirements for JEO's and all the requirements in the foreign service in the departments of External Affairs and Trade and Commerce. Most of the unfilled positions were in the chronic shortage areas of economics and statistics.

About 15 per cent of graduating students in the faculties of Arts, Commerce, and Law applied for positions as JEO's or FSO's. This percentage has remained relatively constant over the past several years. In 1961, there were less than 1,000 applicants and in 1964, almost 2,000.

Fewer applications were received for summer employment and there were fewer appointments compared with 1963. As in previous years, the majority of positions required students taking courses in applied and pure sciences.

Technologists, Clerical and Seasonal Staff

Plans for recruiting graduates of technological institutes across Canada were completed during the year and will be carried out early in 1965. The Commission hopes to recruit more than 100 new graduates, primarily in the electronics, chemical, civil, and survey fields.

There was a great increase in the number of vacant positions in the office classes during the past year, but the Commission was able to fill them because of intensive recruiting at secondary schools through the medium of posters, and by visits and talks by the Commission's staff to the students and teachers. There was also an increase in the demands from some departments for people, with secondary school education to be trained for specific jobs, such as treasury trainees in the Department of Finance. Separate competitions were held for these positions and there was a large response with excellent results.

Recently, the Commission issued a booklet which described civil service opportunities in many of the classes that do not require post-secondary training or experience and are, therefore, of interest to secondary school students. This booklet deals with the subject far more extensively than any previous pamphlet, and describes particular jobs available to students. It was distributed to all secondary schools throughout Canada.

There continues to be a large seasonal demand from the Department of National Revenue, Income Tax Division, for clerical staff and keypunch operators. During the year the Commission recruited 700 clerks and 550 keypunch operators for this department.

Demands from all departments for summer employees remained on the increase and more people were needed to work as assistant technicians or office clerks. In 1964, approximately 400 summer appointments were made from 2,100 applicants and there is every indication that the demand will continue to grow. The competitions are open to students who have completed or are completing their secondary school education.

Special Situations

The complex problems associated with staffing the Department of Industry continued throughout 1964. One of these problems was the difficulty in finding people with special skills, knowledge and prestige in very specific areas. Nevertheless, considerable success was achieved and many exceptionally well-qualified candidates were appointed.

Recruiting activities for the headquarters component of the Canadian Government Supply Service of the Department of Defence Production increased; the senior staff of the Traffic Management Branch was appointed; and competitions are now in progress to fill various positions in the other newly formed branches. Some difficulty is being experienced in hiring qualified persons in the automated field of materials management. Public servants, including those in the armed forces, were given the first opportunity to compete and qualify for these positions, but difficulty was encountered in locating a sufficient number of adequately qualified personnel for middle and senior management positions. Competition was thereupon opened to the public. Staffing of the

purchasing operations of the department continued, to fill vacancies created by staff turnover, as well as for some new specialist positions. Although vacancies were filled by promotion within the service wherever possible, public competitions were necessary for certain contracting specialists.

The functions of several public agencies were either transferred to the Department of Defence Production or curtailed. Opportunities for appointment to civil service positions were given to employees affected by these changes and nearly all accepted appointments.

The Indian Affairs Branch of the Department of Citizenship and Immigration is undertaking an expanded community development program to improve the economic, social and cultural life of the Indian people and to promote participation by the Indians in this community project. The Commission carried out intensive recruitment to meet the resultant demand for qualified community development specialists, and more specifically to staff the new Social Programs Division with its three sections of welfare services, community services, and cultural affairs.

The recruiting of actuaries and examiners for the Department of Insurance was more effective this year, but there is still an acute shortage of professional accountants in the service at large. A training course launched during the year will improve the situation to some degree.

Despite an improvement over the past years, qualified translators are still difficult to attract to the service and some 40 new positions were created to add to the problem. The Commission plans an intensified advertising campaign to fill these positions, as well as to take care of normal turnover.

In spite of a growing interest by the public in entering the government service, there is still a shortage of hospital nurses, auditors, occupational therapists, and some other classes, and continuous competitions are necessary to meet requirements.

The Commission was successful in finding 16 teachers for its central language school but the satellite schools to be opened in 1965 will create a heavy demand for additional teachers. Individuals who possess the three basic necessities for teaching at the language schools: a university degree, a few years of teaching French or English as a second language, and experience in modern audio-visual methods, are difficult to find. Methodologists are also extremely rare in this field and the Commission may encounter a great deal of difficulty in recruiting a sufficient number of them.

There also continues to be a shortage in the secretarial and typist classes, although this shortage is not as marked as in previous years. Extensive advertising for bilingual stenographers is being continued, but results have been disappointing.

Personnel Research

The Commission's test development section directed its attention towards the solution of two major problems: ensuring that written examinations test what they are supposed to test and providing service for an increasing number and variety of test situations. To ensure the validity of the tests, research is being done on the education, experience, and other personal aspects of the candidate's background, and test results are being correlated with other factors of the selection process, such as interviews, classification, and so on. Consideration of the second problem has produced a number of developments. For instance, a greater use is now made of a basic group of general ability tests as a first screening or diagnostic device. This follows a trend to organize test development on the basis of groups of classes that require comparable levels of general ability, rather than on the basis of ability required for a particular class or situation. Factors peculiar to each test situation are dealt with by special performance tests directly related to the work in question, and prepared in co-operation with departments. Existing performance tests were consolidated where the differences among such tests for similar classes of employment permitted.

Preparatory studies were begun on automated data processing of test results and a preliminary investigation was started on the problems that may arise when using language tests.

The Commission also increased both its advisory and its operating service to departments to set up test programs, to assist in the restructuring and the improvement of tests, and to help carry out personnel research.

Two major sources of data, one relating to positions and one containing basic employee data, became fully automated in 1964. As a result, information on positions and employees is now readily accessible to the Commission and departments for use in recruitment, selection and placement operations.

A manpower inventory of all purchasing personnel and all related positions was completed. An inventory of all supply personnel and related positions was also begun and will be completed in 1965. Both will be used to provide data to the Commission and the Department of Defence Production to facilitate consolidation of the purchasing and supply services for government departments.

A third manpower inventory of personnel classes (and related classes such as classification and staff training) is being developed by the Commission. Towards the end of the year, the Commission was assigned the responsibility for developing all the forms, automated systems and procedures required by the classification revision program referred to earlier in this report.

A report on the results of the survey of high school students to determine their "image" of the civil service was prepared and distributed to participating educational authorities, government departments, and other agencies. A sum-

mary of the study, published in two journals, aroused considerable interest and correspondence. A study was also initiated to evaluate changes in knowledge and attitudes toward civil service employment which occurred when university students worked in the service for one summer.

PROMOTION, TRANSFER, APPRAISAL

Throughout the past decade, the Commission has encouraged departments to assume more responsibility for the management and development of their own staff and, in October 1963, a great degree of authority for transfer and promotion competitions was decentralized to deputy heads for all classes, except those at the senior levels and those where broad service-wide considerations were involved. Under these arrangements, the Commission's staff are available at all times to advise the departments on the conduct of competitions, to offer the correct interpretation and application of the provisions of the Civil Service Act and Regulations, and to assist in improving departmental personnel administration.

The Commission regards the selection of persons for senior executive positions as one of its most important responsibilities, and it has continued to develop a system of appraisal and career development for senior personnel, first announced in 1963. This system is intended to encourage and facilitate the development of senior and executive staff to meet the needs of the service and the individual. It involves the appraisal of performance and potential, and the further training and development of those with high potential. Appraisals are supported by a manpower inventory of available resources and skills and by a program of recruitment, promotion, and transfer that is related to an assessment of present and future requirements.

A feature in the development of this system during 1964 was a new plan of salary administration for the senior officer, or managerial, class. It is likely that as the plan develops it will also be applied to professional groups, possibly in some modified form particularly suited to such employees. This plan allows the Commission to deal more readily with special situations involving staff movement and appointments. Flexible salary scales were established with increments of \$250 that can be used for setting appropriate salaries when making appointments and providing increases. There is no automatic progression through the salary ranges. Instead, adjustments in salary are based on periodic formal appraisals by deputy heads of the ability and the level of competence attained by their senior officers. A special feature of the plan is provision for payment of salaries above the normal ceilings established for the grades in the senior officer class in exceptional circumstances. Such decisions require the recommendation of the Commission, following consultation with the Advisory Panel on Senior Appointments, and the approval of the Treasury Board.

Research Scientists

In early December a major improvement in the management of scientific personnel was announced, based upon the decision that future salaries and promotions of research scientists would be related to personal contribution of the man in the job.

Two new classes were established by the Civil Service Commission: research scientist 1, 2 and 3, and principal research scientist. These are multi-discipline classes and cover branches and divisions of departments engaged in pure and applied research in such fields as physical, agricultural, medical, biological and bacterial sciences, and engineering, biochemistry, pharmacology and forestry.

The new classifications, based on an extensive study of the various fields of scientific work, were put into final form by a special sub-committee of the Advisory Committee on Scientific Personnel. These new classes, and the new classification and selection standards, will put research scientists in the federal service under a co-ordinated pay and career development plan. The proposed grades and classes, the controlling qualifications, the grade determinants, the appointment, promotion and salary administration policy, closely parallel those of the National Research Council and the Defence Research Board.

An important new feature of this plan is the provision for the granting of increases to individuals based on their productivity and research reputation, assessed by committees consisting of scientific peers or superiors. Long salary ranges have been developed in the pay plan to provide greater flexibility in salary administration. Scientists will be paid at a rate consistent with their qualifications and automatic increases of a fixed amount will no longer apply to these classes. Movement within the class will also depend on performance as research scientists, on the improvement of scientific status within the government, and on the development of national and international reputations. Since rates of pay will be based on appraisals made by committees of scientists (in line with professional practice in industry, the universities, and other government agencies), the usual appeal procedure was modified.

Personnel Administrators

To assess the growing demand for staffing personnel administration in the civil service, the Commission, with the assistance of three senior departmental personnel directors, completed the appraisal of some 200 employees in personnel positions. Approximately one-half of those appraised were recommended for certification to positions within the new personnel administrator class. The Commission held a competition for public service employees in positions with a maximum salary of at least \$8,280. This competition was used in part to select suitable officers for a concentrated, practical, 12-month course

in personnel administration to prepare them for intermediate or senior personnel administrator posts. The Commission also tried to recruit experienced personnel administrators from outside the service but had limited success in this effort.

At the year end, the Commission established a special unit with responsibility for the recruitment, selection, placement, training, career development, and transfer of all officers of the service who are engaged in personnel administration functions.

TRAINING AND DEVELOPMENT

Courses in public administration were conducted at the basic, intermediate, and senior levels. Although the treatment and the emphasis varied with the level, the content of all three comprised a study of the same broad areas:

- (1) the environment of the administrator,
- (2) the resources of administration and the improvement of administrative processes,
- (3) administrative practice.

In 1964, for the first time, the basic course in public administration was conducted as a planned extension and culmination of the departmental training programs for junior executive officers and junior officers. Seventy officers from 20 departments were selected to attend a two-week residential course conducted in three sessions during the winter of 1964-65. One session was held in November, with the remaining two sessions planned for January and March 1965.

The intermediate program was conducted in eight sessions, four three-week courses for headquarters personnel and four two-week courses for regional personnel. A total of 222 officers attended the courses which were held in residence at Carleton Place, Banff, Quebec City, and Halifax.

The first extended senior course in public administration was held in residence at Carleton Place from February 10 to June 5. The 1964 course of 17-weeks duration was attended by 32 officers drawn from 23 departments, agencies, and crown corporations, and providing a wide regional representation. Eminent authorities in economics, finance, management, foreign affairs, industry, and sociology contributed to the program. Several practical exercises were undertaken, including visits to Quebec City, Beauce County, and Montreal to develop and increase understanding of the problems of bilingualism and biculturalism.

Languages

A new development in language training was the establishment of a special school to teach French and English to public servants. The method

chosen for this training was one that has proven particularly useful in teaching students who already have some reading comprehension, resulting from several years of study under traditional grammar and translation methods, but who lack aural comprehension. Students deal mainly with oral language and are brought to a point where they can use their large passive vocabulary as soon as they have, so to speak, broken through the "sound barrier". When they can recognize aurally words that they can already read, they are encouraged to speak the language.

The course material for teaching French originated in France and is being modified to meet Canadian needs and circumstances; two universities are co-operating with the Commission in this task. The result will be a Canadian supplement to the French method which will permit the students to perceive phonetic and work usage differences in French spoken in Canada.

A total of 50 students began courses when the school was first opened in February, and by the year end this number had grown to 150. The plans for 1965 envisage a six-fold increase in the number of students undertaking training. By the end of 1964, there were 14 classes for the study of French and 3 for English. Two classes were full-time (4 months; 6 hours a day, 5 days a week) and the 20 students in these classes were mostly junior employees from the departments of External Affairs and Trade and Commerce. Students in the other classes were drawn from a variety of departments and attended the school regularly on a half-day basis.

Accounting

In co-operation with Carleton University and the Society of Industrial and Cost Accountants, the Commission is conducting a two-year cost accounting course. Late in 1964, 80 employees were selected for the concentrated training. Successful students will become registered members of the Society. It is hoped that this course will to some degree meet departmental needs for accountants to implement improved financial management techniques recommended by the Royal Commission on Government Organization.

Management Analysis

A training program in systems and procedures is conducted each year by the Management Analysis Division. In 1964, 44 courses in specialized management techniques were attended by a total of 1,250 government officers, the majority of whom were at the senior and intermediate levels. Courses varied in length from two days to three weeks. Most courses are given in the Ottawa area but regional courses are being planned as the need arises and, in some instances, departments have brought regional officers to the Ottawa course. Officers of the division provided lectures, seminars, and demonstrations,

and they were supported by specialists from other departments and co-operating organizations, and by commercial management consultants.

More than 40 officers, largely from governments of other countries, visited the division for varying lengths of time to study its operations.

Secretarial and Office Management

One hundred and forty employees of 20 departments participated in secretarial orientation courses and 150 in secretarial development courses. For the first time, two orientation courses and one development course were conducted outside of Ottawa. They were held in Moncton, with 47 employees from 6 departments attending.

Enrolment in the correspondence course on the theory of office management totalled 1,840 employees in the English course and 358 in French. The examination for the 1963-64 course was held in May and 84 per cent of those writing were successful. The textbook was revised this year to reflect the changes required in the performance and standards of office workers by the introduction of new equipment and modern methods.

The Commission assisted small departments and agencies with the training and development of their supervisors. This involved continuous coaching and counselling and the establishment of interdepartmental groups whose members worked together to plan and conduct their own development programs.

APPEALS

This year the Commission's Appeals Division heard 835 appeals against proposed promotions and transfers; only about one per cent concerned transfers. Of these 835 appeals, 146 (17.4 per cent) were allowed by the Commission after review of the reports and recommendations of the Appeal Boards. This is a decrease from the percentage of appeals allowed in 1963 (20 per cent), and in 1962 (24.2 per cent). Candidates, whose appeals in respect of promotion or transfer were allowed, were re-examined, and about one-half of the re-examinations resulted in changes in the standing of the candidates concerned.

Appeals are filed in about 10 per cent of the promotion competitions held. Approximately one-third of promotion competitions are for positions outside of Ottawa and, as far as possible, arrangements are made to have these appeals heard locally so appellants may have an opportunity of attending the hearing. In some cases the appellant presents his own case; in others, he is represented at the hearing either by an officer of a civil service staff association or by counsel, or in some cases by both.

In 1964, 134 appellants withdrew their appeals before the hearings began, usually when they received the written reply to their allegations from the

departments concerned. During the previous year, 148 had withdrawn their appeals. Many appellants stated in their letters of withdrawal that they might not have appealed if they had been given more detailed information at the time they were advised of the results of the competition.

There were 202 appeals against disciplinary actions, and 24 were allowed. Disciplinary appeals included 33 appeals against denial of salary increase, of which 3 were allowed, and 29 appeals against suspension, 9 of which were allowed. Forty-four appeals against demotion were heard, 5 being allowed and the division disposed of 96 appeals against decisions of deputy heads to recommend dismissal under section 60 of the Civil Service Act, allowing 7.

In 1964, the Commission followed the practice that all boards should be composed of persons nominated by the Commission and that such persons should have no direct involvement either as management or as representatives of appellants.

CONSULTING SERVICES

Management Analysis

The Management Analysis Division offers an advisory management consulting service to all government departments and agencies and makes surveys of systems and procedures on request. It also gives training courses in management techniques for the improvement of management at all levels in government, and undertakes research and produces guides, manuals, and other publications designed to promote study and use of modern management techniques.

In 1964, the volume of work the departments asked the Commission to undertake exceeded the manpower resources of the division and it was necessary in some cases to use commercial management consultants. During the year, 32 major surveys were started and 35 were completed, compared with 25 started and 27 completed the previous year. Besides these, approximately 100 minor surveys were started and completed.

The surveys involved a wide range of specialized management techniques and included feasibility studies for electronic data processing applications. Five interdepartmental studies were initiated at the request of the Treasury Board, covering services which were not the responsibility of any single department, such as the mail and messenger service in the Ottawa-Hull area, graphic arts activities, statistical surveys, and the determination of supply management training needs. Advice and assistance were also given to the Treasury Board on the revision of the Board's guides and directives to departments on management practices, and to the United Nations organization on electronic data processing and supply management. On the surveys completed in 1964, approximately 75 per cent of the recommendations were accepted, and some 20 per cent were still under consideration at the end of the year. Action on

the recommendations often takes some time to complete but, in the long run, about 90 per cent of the recommendations are accepted.

The division has produced manuals and guides to consolidate the experience gained in its operations. An up-to-date list of these publications is distributed widely and is sent to all government libraries with copies of new publications as they are listed. More than 3,000 copies of various publications were distributed during the year, excluding items printed and sold by the Government Printing Bureau. Requests were received from organizations throughout Canada and in other countries for permission to use these publications in their own management improvement training programs. Two new manuals were drafted in 1964: "Purchasing Procedures and Methods", and "Storekeeping Procedures and Methods".

The management information service maintained by the division has answered approximately 1,000 enquiries this year compared with 600 last year. One-third of these were for information on machinery and equipment, and the remainder on a wide variety of management techniques.

Organization Analysis

Requests to the Commission for studies by its Organization Division continued, and 11 were completed during the year. These involved:

The Department of Forestry

The Bankruptcy Branch, Department of Justice

The Geological Survey of Canada, Department of Mines and Technical Surveys

The Construction Engineering function, Department of National Defence

The External Aid Office

The House of Commons

The Publications Branch of the Department of Public Printing and Stationery

The Mapping function, Departments of National Defence, and Mines and Technical Surveys

The Air Photographic Unit, Department of Mines and Technical Surveys

The Emergency Measures Organization, and

The Rural Development function, Department of Forestry.

The widespread interest in organization principles and analysis prompted the division to publish a booklet during the year which was entitled "The analysis of organization in the Government of Canada". This booklet was enthusiastically received; by the year's end the Queen's Printer had sold 2,400 copies to federal departments and agencies, other governments, universities, and private corporations.

The division made plans for seconding organization analysts to departmental study groups and in 1965 officers will be on loan as participants in substantial studies with outside consultants and with departmental officials of the Departments of Public Works and Citizenship and Immigration.

In one particular study, the division examined the problems inherent in a situation where a minister is required to manage a large number of independent agencies. The organization analyst, while in Europe on a survey for another department, spent four days in England and seven days in Sweden studying the ministry systems of those two countries to determine if some of the concepts used there could be adapted to the federal service in Canada. This study will be completed early in 1965.

INCENTIVE AWARDS

This was the twelfth year of the operation of a suggestion award plan in the Public Service of Canada, but it was also the year of the greatest changes in the administration of the plan. The name of the administering body was changed to "Incentive Award Board of the Public Service of Canada", changes were made to the suggestion award program, and three new programs were introduced.

The main changes in the suggestion award program were the delegation of authority to deputy ministers to approve cash awards of up to \$500 for suggestions that are carried out, and an increase in the amount of money given for implemented suggestions that produce cash savings.

The three new programs which were authorized are:

- the merit award program, offering a maximum of \$1,000 as an award to a public servant above the level of junior management for a recognizable contribution that results in a major improvement in efficiency, operations, or service to the public;
- the outstanding achievement award program, giving an award of \$5,000 to a public servant for an outstanding contribution to the public service which has resulted in national or international interest;
- the long service award program, available in departments without such an award, offering a pin, or brooch, to employees who have completed 25 years of continuous service in the public service.

During the year, the public service saved an estimated \$954,280 from 997 suggestions that were put into use and awards totalling \$47,353 were paid to public servants for these suggestions. The largest single award was made to Mr. M. A. Packman of the Department of Northern Affairs and National Resources who received \$2,155 for a suggestion that saved more than \$97,000 for the department in the cost of provisioning its northern stations.

ACKNOWLEDGEMENT

The Commission gratefully acknowledges the assistance it received from the many persons in universities, in business and in industry throughout the year. The Commission also thanks the many departmental officers who have worked so closely and co-operatively with its staff.

R. G. MACNEILL

Chairman

RUTH E. ADDISON

Commissioner

JEAN BOUCHER

Commissioner

Appendix A

COMPOSITION OF FEDERAL GOVERNMENT EMPLOYMENT
as of September 1964

Departmental Branches, Services and Corporations	
Employees under the Civil Service Act	
Full-time	137,292
Part-time	1,374
	<hr/>
	138,666
Other Salaried Employees.....	26,590
	<hr/>
	165,256
Prevailing Rate Employees.....	21,856
Ships' Officers and Crews	3,520
Casuals and Others.....	14,193
	<hr/>
Total, Departmental Branches, Services and Corpora-	
tions	204,825
Crown Companies	143,455
	<hr/>
Total, All Employees, Federal Government.....	348,280

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix B

DISTRIBUTION OF FEDERAL GOVERNMENT EMPLOYMENT
BY PROVINCE

as of September 1964

Province	Salaried Em- ployees	Prevailing Rate Em- ployees	Ship's Officers and Crews	Casuals and Others	Total	Crown Com- panies	Grand Total
Newfoundland.....	2,799	399	282	792	4,272	6,909	11,181
Prince Edward Island..	764	230	161	179	1,334	1,129	2,463
Nova Scotia.....	8,056	2,631	1,005	1,713	13,405	6,043	19,448
New Brunswick.....	5,504	983	189	600	7,276	7,591	14,867
Quebec.....	26,313	3,666	700	2,154	32,833	34,933	67,766
Ontario.....	78,906	6,582	204	3,870	89,562	41,871	131,433
Manitoba.....	7,931	1,371	45	768	10,115	15,925	26,040
Saskatchewan.....	5,619	659	—	391	6,669	4,747	11,416
Alberta.....	9,845	2,170	21	924	12,960	7,804	20,764
British Columbia.....	15,136	2,440	856	1,755	20,187	6,993	27,180
Yukon and Northwest Territories.....	1,467	725	57	875	3,124	596	3,720
Abroad.....	2,916	—	—	172	3,088	8,914	12,002
TOTAL.....	165,256	21,856	3,520	14,193	204,825	143,455	348,280

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix C

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES
BY PROVINCE AND SEX

as of September 1964

Province	All Employees		Males		Females	
	Number	% of Total	Number	% in Each Province	Number	% in Each Province
Newfoundland.....	2,320	1.7	2,034	2.0	286	0.8
Prince Edward Island.....	683	0.5	564	0.6	119	0.3
Nova Scotia.....	6,932	5.0	5,237	5.2	1,695	4.6
New Brunswick.....	4,633	3.4	3,643	3.6	990	2.7
Quebec.....	22,040	16.1	17,353	17.3	4,687	12.6
Ontario.....	68,126	49.6	46,625	46.6	21,501	57.8
Manitoba.....	6,727	4.9	5,074	5.1	1,653	4.4
Saskatchewan.....	3,403	2.5	2,683	2.7	720	1.9
Alberta.....	7,880	5.7	5,984	6.0	1,896	5.1
British Columbia.....	12,426	9.1	9,257	9.3	3,169	8.5
Yukon.....	476	0.3	400	0.4	76	0.2
Northwest Territories.....	493	0.4	401	0.4	92	0.2
Abroad.....	1,153	0.8	830	0.8	323	0.9
TOTAL, All Provinces....	137,292	100.0	100,085	100.0	37,207	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix D

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY METROPOLITAN AREA AND SEX

as of September 1964

Location	All Employees		Number of Male Employees	Number of Female Employees
	Number	% of Total		
St. John's.....	1,221	0.9	1,028	193
Halifax.....	4,814	3.5	3,425	1,389
Saint John, N.B.....	1,279	0.9	925	354
Quebec City.....	2,759	2.0	2,053	706
Montreal.....	13,921	10.2	10,893	3,028
Ottawa-Hull.....	37,669	27.5	22,795	14,874
Toronto.....	13,216	9.6	10,252	2,964
Hamilton.....	1,429	1.0	1,090	339
Kitchener-Waterloo.....	596	0.4	484	112
London.....	3,085	2.3	2,184	901
Windsor.....	1,101	0.8	947	154
Sudbury.....	288	0.2	199	89
Winnipeg.....	5,240	3.8	3,894	1,346
Calgary.....	2,348	1.7	1,752	596
Edmonton.....	3,767	2.8	2,784	983
Vancouver.....	7,026	5.1	5,258	1,768
Victoria.....	2,760	2.0	1,899	861
TOTAL, All Metropolitan Areas	102,519	74.7	71,862	30,657
Other Locations.....	34,773	25.3	28,223	6,550
TOTAL, All Locations.....	137,292	100.0	100,085	37,207

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix E

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES
BY DEPARTMENT

as of September 1964

Departments	Number of Employees	Percentage of Total Employees
National Defence.....	25,025	18.2
Post Office.....	24,717	18.0
National Revenue.....	14,702	10.7
Veterans' Affairs.....	10,733	7.8
Transport.....	10,504	7.7
Unemployment Insurance Commission.....	9,016	6.6
Agriculture.....	6,255	4.6
Public Works.....	5,706	4.2
Comptroller of the Treasury.....	4,203	3.1
National Health and Welfare.....	3,144	2.3
Citizenship and Immigration.....	2,618	1.9
Mines and Technical Surveys.....	2,512	1.8
Defence Production.....	2,121	1.5
Dominion Bureau of Statistics.....	2,093	1.5
Northern Affairs and National Resources.....	1,662	1.2
External Affairs.....	1,680	1.2
Others.....	10,601	7.7
TOTAL, All Departments.....	137,292	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix F

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY AGE GROUP AND SEX

as of September 1964

Age Group	All Employees		Males		Females	
	Number	% of Total	Number	% of Total	Number	% of Total
Under 20.....	2,525	1.8	623	0.6	1,902	5.1
20 - 24.....	10,419	7.6	5,362	5.4	5,057	13.6
25 - 29.....	11,649	8.5	8,148	8.2	3,501	9.4
30 - 34.....	12,614	9.2	9,727	9.7	2,887	7.8
35 - 39.....	14,299	10.4	10,661	10.7	3,638	9.8
40 - 44.....	23,955	17.5	18,588	18.6	5,367	14.4
45 - 49.....	21,466	15.6	16,370	16.4	5,096	13.7
50 - 54.....	17,199	12.5	12,833	12.8	4,366	11.7
55 - 59.....	11,831	8.6	8,852	8.8	2,979	8.0
60 - 64.....	6,984	5.1	5,339	5.3	1,645	4.4
65 and over.....	1,855	1.4	1,535	1.5	320	0.9
Age not recorded.....	2,496	1.8	2,047	2.0	449	1.2
TOTAL, All Age Groups....	137,292	100.0	100,085	100.0	37,207	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix G

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES
BY SALARY GROUP

as of September 1964

Salary Group	Number of Employees	Percentage of Total Employees
Under \$2,000.....	420	0.3
2,000 - 2,499.....	4,555	3.3
2,500 - 2,999.....	8,171	6.0
3,000 - 3,499.....	11,764	8.5
3,500 - 3,999.....	24,563	17.9
4,000 - 4,499.....	23,350	17.0
4,500 - 4,999.....	19,905	14.5
5,000 - 5,400.....	12,460	9.1
5,500 - 5,999.....	7,295	5.3
6,000 - 6,499.....	5,754	4.2
6,500 - 6,999.....	3,474	2.5
7,000 - 7,499.....	2,775	2.0
7,500 - 7,999.....	2,864	2.1
8,000 - 8,499.....	1,924	1.4
8,500 - 8,999.....	1,390	1.0
9,000 - 9,499.....	1,370	1.0
9,500 - 9,999.....	958	0.7
10,000 - 10,999.....	1,481	1.1
11,000 - 11,999.....	492	0.4
12,000 - 12,999.....	844	0.6
13,000 - 13,999.....	391	0.3
14,000 - 14,999.....	258	0.2
15,000 - 15,999.....	347	0.3
16,000 and over.....	487	0.3
TOTAL, All Salary Groups.....	137,292	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix H**CIVIL SERVICE COMMISSION LITERATURE****Available from the Queen's Printer**

Civil Service Act	35¢
Civil Service Regulations ...	35¢
Annual Report, 1964	35¢
Civil Service Examinations	35¢
Forms Design and Control ...	\$1.00
Filing Services	\$1.00
Office Layout	\$1.00
Office Manual	\$3.25
The Analysis of Organization in the Government of Canada....	\$1.50

Available from the Commission**Free Recruiting Folders**

Steps to Appointment
 Service Conditions and Benefits
 Citizenship and Residence Requirements
 Veterans' Preference
 Employee Appeal Rights
 Civil Service Employment, where Elementary, Secondary or Vocational
 Education is required
 A job for you with the Government of Canada
 Career Opportunities for Junior Executive Officers and Foreign Service
 Officers
 Opportunities for Graduate in Engineering
 Opportunities for Graduates in Physical Sciences
 Opportunities for Graduates in Biological Sciences
 Opportunities for Graduates in Law
 Opportunities for Graduates in Library Science
 Opportunities for Graduates in Medical Sciences, Dietetics, and Social Work

Appendix I**DISTRICT OFFICES OF THE CIVIL SERVICE COMMISSION****NEWFOUNDLAND DISTRICT OFFICE**

Marshall Building,
127 Water Street,
St. John's, Nfld.
Phone: 578-4700

HALIFAX DISTRICT OFFICE

Ralston Building,
1557 Hollis Street,
Halifax, N.S.
Phone: 423-9321

SAINT JOHN DISTRICT OFFICE

Post Office Building,
Canterbury Street,
Saint John, N.B.
Phone: 693-0112

MONCTON SUB-OFFICE

Room 404, New Federal Building,
1081 Main Street,
P.O. Box 548,
Moncton, N.B.
Phone: 384-8088

MONTREAL DISTRICT OFFICE

1165 Bleury Street,
Room 1038,
Montreal, P.Q.
Phone: 861-2731

QUÉBEC SUB-OFFICE

3 Buade Street,
Post Office Building,
Quebec, P.Q.
Phone: 524-4430

OTTAWA DISTRICT OFFICE

Excelsior Life Insurance Building,
270 Laurier Avenue, West,
Ottawa, Ont.
Phone: 992-6128

TORONTO DISTRICT OFFICE

25 St. Clair Avenue, East,
Toronto 7, Ont.
Phone: 924-1471

LONDON SUB-OFFICE

388 Dundas Street,
London, Ont.
Phone: 432-6736

WINNIPEG DISTRICT OFFICE

Room 325, MacDonald Building,
344 Edmonton Street,
Winnipeg, Man.
Phone: 943-4468

REGINA DISTRICT OFFICE

341 Motherwell Building,
Victoria Avenue and Rose Street,
Regina, Sask.
Phone: 522-0289

SASKATOON SUB-OFFICE

310 London Building,
Saskatoon, Sask.
Phone: 242-7771

EDMONTON DISTRICT OFFICE

Room 766,
Federal Public Building,
107 Street and 99 Avenue,
Edmonton, Alta.
Phone: 424-0251

CALGARY SUB-OFFICE

630 Public Building,
Calgary, Alta.
Phone: 266-3160

VANCOUVER DISTRICT OFFICE

Sixth Floor,
1110 Georgia Street, West,
Vancouver 5, B.C.
Phone: 681-5251

VICTORIA SUB-OFFICE

Room 401, New Federal Building,
1230 Government Street,
Victoria, B.C.
Phone: 385-6787



Civil Service Commission of Canada

Annual Report 1965



CANADA

Civil Service Commission of Canada

Annual Report of the Commissioners
1965

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put into practice on October 1, 1965. On that date, a major reorganization took place and a new staffing branch was formed to ensure unified direction and effective co-ordination of recruitment, selection, appointment, transfer, training and career development for all civil servants.

Keeping in mind the tenet that managers must be allowed and required to manage, we delegated staffing authority, except in relation to the most senior officers of the Service, to our new Director General of Staffing, G. A. Blackburn. He, in turn, delegated this authority to Commission staffing officers, at headquarters and in the regional offices. He will also delegate to departmental officers once expert personnel administration resources are built up within the departments.

Under this framework of delegation and decentralization of authority, most of the day-to-day work will be done by the personnel of our regional offices, by departmental officials in Ottawa and in the field, and by the National Employment Service. Our staff in Ottawa will then be able to concentrate their resources on the development of standards and guidelines and the refinement of formal staffing plans based on an assessment of manpower resources inside and outside the Service.

These changes will require co-operation and understanding. They will also require the development of suitable techniques to review or audit staffing actions taken under delegated authority, in order to ensure that managerial objectives are reached without abrogating the merit principle.

Because we believe that decentralization can only be carried out effectively if there is a central core of manpower information for each occupation found in the Service, the Staffing Branch was organized into units responsible for clusters of closely related occupational groups defined under the new service-wide classification system. This is a

significant departure from past practice when staffing units were usually organized to control and provide for all the personnel needs of individual departments. For some months now, this responsibility has rested with the departments, where it logically belongs.

There are now eight basic units or programs charged with the responsibility of staffing an occupational segment of the Service. We have retained responsibility for the management of the senior officer program, and in this we are assisted by the Advisory Panel on Senior Appointments. The Associate Director General of the Staffing Branch, J. M. Garneau, serves as executive secretary of this panel, which consists of 12 deputy heads including the three Commissioners, the Clerk of the Privy Council and the Secretary of the Treasury Board.

For staffing purposes the 10 occupational groups of the administrative category were arranged into 3 staffing groups or programs; general administration, personnel administration, and financial administration. The personnel and financial administration groups were segregated into separate units because of the special needs of the Service at this time for a greater degree of competence in manpower administration and in financial administration. However, this division is flexible and can be adjusted to meet changing requirements.

The professional and scientific category was also divided into a flexible arrangement of three programs for staffing purposes. The socio-economic groups form one program, the bio-physical sciences groups form another, and the third is made up of the occupational groups related to the applied sciences and particularly to architecture and engineering. These programs also cover the related corresponding technical support groups.

The administrative support (clerical), the operational (service and maintenance) and the remaining technical occupational groups were all placed

under a single program director because the greatest part of the employees in these groups are recruited in the region where they work. This program director is therefore concerned with gathering, analyzing and publishing information about these occupations and the day-to-day staffing work will be carried out either by our regional offices, by the regional offices of departments, or by the National Employment Service.

A new Research and Planning Service was created to provide assistance to the program directors. Research and planning on a co-ordinated basis is a new activity for the Civil Service Commission. Resources are being built up so that the benefits of research in the behavioural sciences can be used for staffing purposes. This applied research is directed towards three main objectives:

- using manpower resources in the most effective way,
- improving the capacity of the Service to attract and retain highly competent people, and
- creating an understanding of the technological and sociological changes that are taking place in the Public Service.

A new Training and Development Service was also created to bring together all existing training offered in administrative theory and practice, in the official languages of the country, and in various skills. This new service will provide a reservoir of experts to guide staffing program officers and departmental personnel advisors.

Training was expanded during the year. As a result of the comments of the Royal Commission on Government Organization about the inadequacies of personnel administration in the Service, a nine-month course for personnel administrators and several courses for officers specializing in classification and pay were held during the year. A number of similar, but shorter, courses are planned for 1966.

The Training and Development Serv-

ice also finished the second year of an unusual course in financial administration. In 1964, the five year part-time course sponsored by the Society of Industrial Cost Accountants was compressed into a unique two year full-time course given by Carleton University to public servants from across Canada. This course was organized in response to a heavy demand for qualified financial administrators which could not be fulfilled by recruitment because qualified personnel in this field are in very short supply.

The administrative training courses given every year continued to place a heavy emphasis on management concepts and practices. The two-week basic course was given three times to a total of 60 junior officers. Eight sessions of the intermediate course were attended by a total of 200 officers. Finally, plans were made for expansion of the 17-week residential senior officer course to include field trips to British Columbia and the Prairies, as well as to Ontario, Quebec, and the Maritimes.

One important element in efforts to infuse new blood into the service is our program for the recruitment of university graduates. Besides our normal activities in recruiting graduates for work in general administration, foreign service, and science, we have developed special internship programs in several areas of staff shortages. The objective is to have promising undergraduates familiarize themselves with the Service through summer employment in the hope that they will want to return on a permanent basis after graduation.

So successful was the 1964 internship experiment for 12 students, that 58 were employed in 1965 for summer work in 9 departments. Five English and four French language universities participated in the program.

Another type of internship program was started on a year round basis. The University of Waterloo operates a program by which students attend courses for four months, work four months, and

go back to the university for four more months, for five successive years. Last year students studying honours mathematics and specializing in computer programming joined the Public Service for their work periods.

What do all these changes mean for the Civil Service Commission and for the Public Service?

They mean that we will be able to fill departmental needs more quickly by resorting to manpower inventories and by undertaking continuous recruiting. The Staffing Branch, with its service-wide orientation, will be better able to make use of internal manpower resources to fill departmental needs and to encourage personnel rotation and training throughout the Service. Civil servants will thus have more opportunity to develop themselves and advance their careers, and the Service itself will reap greater benefit from their experience. Finally, we are confident that this new system of staffing will bring about an increase in understanding and co-operation between our officers and those of the departments, resulting in a more effective and efficient Public Service.

Bilingualism

We have specific statutory responsibilities that have implications for bilingualism in the Public Service. In this respect, certain important measures were taken during 1965, others were refined, and plans were made for others yet to come.

We gave particular attention to recruitment at French language universities in order to increase the number of French language graduates entering the Service. The summer internship program started in 1964 was continued in 1965 for French language university students selected in co-operation with the universities concerned. Forty-six such interns were employed during 1965 and a large proportion of them are expected to accept permanent employment in the Public Service in 1966. In the coming

year we intend to expand this and other recruitment programs at French language universities.

During the year, we recognized proficiency in the two official languages as an element of merit for selection and promotion in the national capital area and in other centres where the public served is sufficiently representative of the two cultures of the country. In all these cases, proficiency in both English and French is considered to be an additional asset and selection credits are given for second language skills. The Commission is developing standard tests to determine the degree of proficiency of all candidates.

Beginning next year, bilingual proficiency, or willingness to take the necessary steps to acquire it within a prescribed time through appropriate courses at public expense, will be an element of merit in the selection of all university graduates recruited for administrative trainee positions. In 1965 this was the case with candidates for foreign service positions and it will continue to be so. Successful candidates who are not bilingual, will be given courses in English or French as part of the normal basic training for all new university recruits.

We also started to refine our policies and procedures with respect to bilingualism in appointments to administrative and executive positions. In a few years bilingual proficiency or the willingness to take the necessary steps to acquire it within a prescribed time through appropriate courses at public expense will be a requirement for appointments to such positions in locations where the public served is representative of Canada's two cultures.

Because of the policies just outlined, we will continue to expand our language training program. At the beginning of 1965, we operated a single school and were giving courses to 108 students. By the end of the year, five language training centres in the national capital region

were giving a variety of language courses to some 2,100 students. In spite of this rapid growth, 1,300 applicants in the headquarters area could not be accommodated. Furthermore, there are no facilities in other regions where a requirement for language training exists. We are also planning to refine our training techniques and to develop capsule courses on the technical and professional vocabularies related to various occupational specialities found in the Public Service.

Appeals

This year was the third full year of operations under the appeals system provided in the 1961 Civil Service Act. The following table shows comparisons of the number of appeals heard and allowed during that time.

This year, there was an increase in the number of appeals withdrawn before hearings. Most of these were made after the appellants received copies of the deputy minister's reply to their allegations. This indicates that many appeals might not have been made if the appellants had been given more information at the time they were told the results of the competition.

During the year the Appeals Division continued its efforts to reduce the amount of time required to process appeals. It is now possible, where both the department and the appellant agree that all the

necessary facts have been placed before the appeal board at a preliminary hearing, to deal with the appeal within a very few days after it is made. Where there is disagreement on the facts, another more formal hearing is held after the prescribed notice period.

During the year, all departments and staff associations were provided with a booklet entitled "Guide to Civil Service Appeals System", which was prepared for the guidance of appellants, departmental officials and members of appeal boards.

CLASSIFICATION AND PAY

The Classification Revision Program

As outlined in the Commission's 1964 annual report, the classification revision program, which was undertaken in the last months of 1964, is another manifestation of the far-reaching reforms that are being, or are about to be, carried out in the Public Service. In this respect, it is significant to note that the classification revision program covers all 140,000 civil servants, as well as some 45,000 prevailing rate employees, ships' officers, and ships' crews and other employees who are exempt from the Civil Service Act.

During its first full year of operation, the Bureau of Classification Revision completed the development of classification standards for the six occupational

	1963		1964		1965	
	heard	allowed	heard	allowed	heard	allowed
Promotion.....	793	158	835	146	810	94
Denial of statutory salary increase..	50	14	33	3	25	0
Suspension.....	24	9	29	9	25	3
Demotion.....	17	3	44	5	46	3
Dismissal.....	152	17	96	7	88	7
Total.....	1,036	201	1,037	170	994	107

groups of the administrative support category: the secretarial, stenographic and typing, the clerical and regulatory, the telephone operation, the office equipment operation, the data processing, and the communications groups. By the end of the year, the 60,000 positions that fall within these groups had been evaluated and were ready to be converted to the new system early in 1966.

Towards the end of the year, work also began on the executive category and plans were made to engage management consultants to assist in the developmental work. This category will provide the framework for a new approach to the management of senior personnel in the Public Service.

In October, the Bureau absorbed the former Classification Branch and assumed responsibility for the administration of the present classification system until it is superseded by the new system. The Bureau also undertook to complete the development of an entirely new approach to classification and salary administration for some 1,500 research personnel in the biological and physical sciences. Under this plan the salary progression of the individual is related entirely to measures of his productivity and scientific contribution. To develop the new plan, a special planning group was created bringing together officers of the Scientific Secretariat of the Privy Council Office, the Treasury Board, and the Bureau.

It is anticipated that we will no longer have any responsibility for pay matters once collective bargaining begins. It is also expected that the departments will be responsible for administering both the revised pay and classification systems. Because of this, our Bureau of Classification Revision was made responsible for recommending the organizational framework and assessing the staffing needs in departments and central agencies that will be required to cope with this change. The Bureau is also making the necessary

arrangements for departments to exercise delegated authority for the administration of the present systems during the transition period. Several departments have already adjusted their organizations on the basis of the Bureau's proposals which were outlined in a document entitled "Organization and Staffing for Classification and Pay Administration in Government Departments". This document analyzed the organizational implications of the emerging systems, proposed an organizational framework, and outlined a suggested guide for determining staff requirements for classification and pay personnel.

Comprehensive proposals for a system to monitor and evaluate delegated authority were prepared by the Bureau. These should assist central management to determine whether the delegated authority is used properly. The Bureau is also acting as co-ordinator between central agencies and departments to increase and develop competence in administering the emerging systems of classification and pay.

Early in 1966 the Bureau will begin a pilot project in four departments to test and validate its proposals before more extensive delegation is made to other departments later in the year.

Pay Determination

We continued to fulfil our responsibilities in the salary determination process as set forth in the Civil Service Act, recognizing, however, that once legislation on collective bargaining is passed, we would no longer have any responsibility in this area.

In June, we recommended salary increases retroactive to October 1, 1964 for postal, customs and immigration employees, technicians, draftsmen, skilled workers, and their immediate supervisors. The Treasury Board approved our recommendations on July 16, but certain postal employees were not satisfied with the adjustment and went on strike July

22. The Governor in Council appointed Judge J. C. Anderson Commissioner to investigate the claims of these employees and to make recommendations on pay adjustments that might bring an end to the strike. Among other things, Judge Anderson recommended a mid-cycle increase, effective August 1, for most of those in this group. The strike ended on August 7.

We believe that our recommendations were appropriate, bearing in mind that they were formulated within the policy framework laid down in Section 10 of the Civil Service Act, the terms of the cyclical pay policy adopted in 1961 and the traditional national rate policy for the Service. The greatly accelerated increase in wages and salaries in the early months of 1965 exerted strong pressures on this policy framework however. By early summer it had become quite apparent that there were shortcomings in the biennial review arrangements and in the national rate policy for certain occupations. Judge Anderson's report confirmed our growing concern with these two problems and was helpful in the evolution of a more flexible policy in this area.

In his final report in September, Judge Anderson also pointed out a major problem when he emphasized the difference in time between the date on which a salary revision comes into effect, that is, a retroactive revision, and the date on which civil servants actually receive the increase. There are reasons for this. Time is needed to collect and analyze outside rate information and consult with departments and staff associations before making recommendations to the Treasury Board. There is often a gap of 8 to 10 months between the announcement of the new rates and the retroactive date on which they take effect. The Commission has been concerned about this effect on salaries not only because of the inconvenience to employees but because of the limitations this puts on our ability to staff the Service. We recognized that

we should alleviate this problem and furthermore we believed that it would not be in the public interest to keep the existing rates unchanged until the normal cyclical review was completed in 1966. Therefore, in early November, we recommended interim increases for professional and technical groups (effective July 1, 1965) and for administrative and clerical groups (effective October 1, 1965). These interim adjustments were down-payments on the final adjustments to be made in 1966 and were based on salary trends. They were approved in December.

As Judge Anderson indicated in his report, because salary rates outside the Service move up each year, rates in the Service may be almost one year behind as soon as they are put into effect. What is worse, when it is time for the next review—two years later—the difference may almost be three years. Under these circumstances, the competitive position of the Service deteriorates rapidly and we are often unable to attract and retain sufficient qualified personnel to meet departmental requirements. Therefore, we advised the Government last November that we were considering the desirability of recommending 1966 mid-cycle increases based on an estimate of the anticipated movement in outside rates. Such a change would mean that salaries would be more currently competitive with the outside market from mid-1966 on.

We also agree with Judge Anderson that the national rate policy presents serious difficulties in attracting and retaining employees in high wage areas. This is particularly true in certain occupational groups and we recognize that serious study will have to be given to this problem before rates of pay are next revised for these groups.

In August we recommended a transitional salary review for a small group of hospital service employees. Their last pay revision had been put into effect January 1, 1964 and their next normal review would have been October 1, 1966, a time

span of 34 months. Because it was agreed as part of the transition to the new classification system, that no class of employee would go without a pay review for more than 24 months, these employees were given a transitional revision effective January 1, 1965, where warranted by outside comparisons.

Because of pronounced upward movements in certain outside salary rates, it was necessary to make selected adjustments during the year. This affected nurses, engineers and librarians. We also recommended last summer, a special revision for a small number of employees who were earning less than \$1.25 an hour, the minimum prescribed by the Canada Labour Code.

Moreover, the labour code, which came into effect July 1, 1965, not only affected the pay of some civil servants it affected their conditions of employment as well. Regulations on vacations and holidays were examined, and though existing provisions for vacations were seen to be more advantageous than those set forth in the Code, it was necessary to provide vacation pay for employees who work for at least 30 days but leave the Service before they are entitled to vacation leave (after six months continuous service). It was also necessary to enable casual and certain part-time employees to receive vacation pay equal to four per cent of their earnings, instead of two per cent, the rate prescribed in the Annual Vacations Act.

To conform to the Code, the rate of compensation for work on a holiday was set at time and one-half instead of straight time. Provision was also made for casual employees to be granted a paid holiday if they are employed for at least 30 days immediately before that holiday and are paid for at least 15 of those days.

We also altered existing provisions for compensatory leave instead of overtime for employees on a 40 hour week, in order to bring these in line with practices outside the Service. These employees are now entitled to a cash payment

as soon as possible after the end of the month in which the overtime was worked.

Pay Research

The Commission's pay recommendations to the Treasury Board are based on information gathered by our Pay Research Bureau on rates of pay and conditions of employment prevailing in business and other governments. The Bureau's activities are linked to the major occupational groupings recognized in the regular cyclical review of salaries for civil servants. This year, its program began to reflect the changes in occupational grouping brought about by the Classification Revision program.

Major reports were made on rates of pay outside the government for service and maintenance classes, administrative and the administrative support classes, hospital services classes and professional classes. The Bureau also studied the implications of the reports of Judge Anderson for pay research and it examined methods to produce survey information more quickly and improve wage trend data.

A number of special reports were issued during the year on such subjects as:

- the educational background of senior civil servants
- the distribution of civil servants by department, occupational group, category structure, and salary level
- scheduled rates of pay of elementary and secondary school teachers, and
- anticipated recruiting rates for 1966 university graduates.

Most of the reports issued by the Pay Research Bureau are confidential and their distribution restricted. This is necessary because it is on this basis that the employers surveyed make their information available to the Bureau.

Once again the Bureau co-operated with other agencies of government to

avoid excessive demands on employers and to co-ordinate pay research activities in the whole Public Service. During the professional-technical survey in the summer and during the administrative-clerical survey in the fall, officers of the Ontario Pay Research Branch accompanied the Bureau's officers on many field visits throughout Ontario so that a single survey fulfilled the requirements of both governments. At the same time as it conducted its survey on professional and technical groups, the Bureau gathered information for the National Research Council on the rates of pay of scientists and engineers engaged in research and development work.

Most of the information for the Bureau's reports is gathered in interviews with the officials of several hundred firms and institutions. This direct approach is essential in reaching a high degree of accuracy in comparing the duties and responsibilities of positions in the Service with those outside the Service. It also provides a good understanding of the compensation policies and practices of other employers.

ADVISORY SERVICES

As part of our concern for efficient and effective administration, we offer advisory services to all government departments and agencies. These are provided by our Organization Division and our Management Analysis Division.

Ten organization studies were completed this year, four others were in progress at the year end. Arrangements were also made to start surveys of the Department of External Affairs and the proposed Department of Energy, Mines and Resources.

Although officers of the Organization Division work for the most part on studies undertaken by the Division itself, special arrangements are often made to use their services in other ways. For example, organization analysts were

loaned during the past year to the Departments of Public Works and Citizenship and Immigration to participate in large-scale management studies conducted by outside consultants.

Three definite trends were noticed by the Division's officers last year. The first was a continuation of departmental requests for surveys based on recommendations made by the Royal Commission on Government Organization. The second was an increase in the number of requests for assistance and advice on staffing and personnel matters. These came mostly from departments and agencies that are too small to set up their own systems of manpower planning. Finally, there was a trend to studies that affect more than one department; for example, there was a study made for the Secretary of State that had to take into account the responsibilities of 12 officials having deputy head status.

The Management Analysis Division also offers a management consulting service to all departments and agencies. It conducts surveys of management problems, does research and prepares publications on the improvement management techniques, and maintains an information centre.

During the year the Division undertook 23 new major surveys, completed 23 others and conducted 108 minor surveys in 50 departments and agencies. It carried out four computer feasibility studies and began two more before the end of the year. Three interdepartmental surveys requested by the Treasury Board were completed and three others were still under way at the year end. They involved departmental and Treasury Board Estimates procedures, central administrative services in government buildings, and a review of transcribing and typing standards throughout the Service. This year, requests for studies showed an increasing interest in planning techniques and in budgetary control systems.

The Division also conducted 13 different management improvement courses which were attended by some 620 employees, most of whom were senior or intermediate officers. Three new courses were started last year:

- an introductory six-week course to train work measurement technicians,
- a one-week course for departmental store supervisors and senior stores personnel, and
- a four-day course on planning and scheduling techniques including the Program Evaluation Review Technique (PERT) and the Critical Path Method (CPM).

Fifteen countries sent officers to visit the Division during the year to study its operation and to gather information about management improvement activities. At the request of the United Nations, the Division prepared and gave to 17 officials from other countries a 10-day orientation course on mechanized data processing. As a result of its work on this program, and at the request of the United Nations, the Division prepared the necessary material for a complete course to be used by developing nations.

The Division's information section continued to receive questions on problems about office equipment and survey methods. The number of inquiries increased again; from 600 in 1963, to 1,000 in 1964, to 1,300 during 1965.

INCENTIVE PLANS

A new incentive plan—the merit award—was put into operation this year and 10 awards totalling \$7,900 were presented by the Incentive Award Board. This award—worth up to \$1,000—is given to public servants who, by their performance and ingenuity, effect improvements in efficiency, operations, or service to the public. The following employees received joint awards for working on the same project: J. R. Killick and A. E.

Johnson, from the Department of Defence Production, J. D. Milne and H. E. Lawrence from the Department of National Defence and L. C. Pingle, A. S. Clowater, and R. H. Sexton from the Department of Defence Production.

Single awards were presented to T. E. Brown from the Department of Defence Production, T. H. Kihle and E. R. Mitchell from the Department of Mines and Technical Surveys, Dr. J. H. Jenkins from the Department of Forestry, Earl Godfrey from the National Museum and A. Brennan from the Government Printing Bureau.

For the thirteenth year, awards were made to public servants for suggestions that resulted in savings or increased efficiency. During 1965, savings totalling \$1,177,000 resulted from the implementation of 825 suggestions and an amount of \$42,729 was paid to the employees who had made these suggestions. The largest single award during the year was made to Sergeant J. A. Lockey of the Department of National Defence, Materiel Command, at Rockcliffe, Ontario. He received \$1,560 for suggesting a way to prevent corrosion on aircraft support struts. This suggestion resulted in a saving of \$58,010 the first year it was put into effect.

PERSONNEL CHANGES

In order to broaden the experience and further development of personnel administrators in the public service, we undertook to rotate or transfer personnel at all levels among the departments and central agencies of the Service.

A few such changes at the senior levels are worthy of note.

A. R. K. Anderson, previously Director General of Civilian Personnel of the Department of National Defence became Director of our Bureau of Classification Revision.

F. E. Anderson became Director of our Financial Administration Staffing Program. He had been Director General

of Finance for the Canadian armed forces before his appointment to the Commission.

R. D. Boyd, who had been Director of Personnel in the Post Office Department, became Director of Personnel in the Department of Veterans Affairs.

V. M. Clarkson, a senior officer of the Commission, was loaned to assist in the reorganization of the National Employment Service.

J. M. DesRoches, previously Director of Management Services in the Department of Defence Production, came to the Commission as Director of the staffing program for the socio-economic occupational groups.

P. A. Faguy, previously Director General of the Emergency Measures Organization, became the Government Advisor on the Royal Commission of Inquiry into the Working Conditions of the Post Office Department.

K. C. Foster, became Director of Personnel and Administration in the Civil Service Commission; he had been Registrar of Citizenship in the Department of Citizenship and Immigration.

J. F. Godsell, was appointed our Staffing Program Director for the applied sciences occupational groups. He had been a Chief of the Marine Excavation Division in the Department of Public Works.

Dr. D. H. Laughland, who now heads our staffing program for the bio-physical sciences groups had been Director of Administration in the Research Branch of the Department of Agriculture.

J. D. Love, previously Director of the Bureau of Classification Revision became Assistant Secretary (Personnel) of the Treasury Board.

W. R. Martin, a senior officer on the staff of the Personnel Policy Division of the Treasury Board, became Registrar of Citizenship in the Department of Citizenship and Immigration.

T. G. Morry, previously Director of Personnel and Administrative Services at the Unemployment Insurance Commission, became our Staffing Program Director for the personnel administration group.

C. R. Patterson, previously Director of the Operations Branch in the Commission became Director General of the Emergency Measures Organization.

K. R. Scobie, was loaned to the Department of National Defence to serve as Director General of Civilian Personnel. He had been Director of our Pay and Conditions of Service Branch.

ACKNOWLEDGEMENT

We are grateful for the assistance that we received throughout the year from the universities, from business, and from industry. We also appreciate the understanding co-operation of the many departmental officers and staff association officials who laboured with our staff. And we especially thank the members of our own staff for their efforts, their support and their enthusiasm in helping to fashion the Civil Service Commission into an effective staffing agency.

John J. Carson
Chairman

Ruth E. Addison
Commissioner

Sylvain Cloutier
Commissioner

Appendix A

APPOINTMENTS, SEPARATIONS, PROMOTIONS, AND TRANSFERS UNDER THE CIVIL SERVICE ACT

1963, 1964, 1965

	1963	1964	1965
Number of employees under the Civil Service Act.....	137,818	138,666	140,206
New appointments to the service.....	14,750	19,199	21,700
Separations*.....	11,226	13,162	14,546
Promotions.....	17,886	18,536	20,475
Transfers.....	1,012	2,266	970

* Excluding term and summer employees.

Appendix B

COMPOSITION OF FEDERAL GOVERNMENT EMPLOYMENT

as of September 1964 and 1965

Departmental Branches, Services and Corporations		
	1964	1965
Employees under the Civil Service Act		
Full-time.....	137,292	139,631
Part-time.....	1,374	575
	<hr/>	<hr/>
	138,666	140,206
Other Salaried Employees.....	26,590	26,710
	<hr/>	<hr/>
	165,256	166,916
Prevailing Rate Employees.....	21,856	21,621
Ships' Officers and Crews.....	3,520	3,818
Casuals and Others.....	14,193	18,722
	<hr/>	<hr/>
Total, Departmental Branches, Services and Cor- porations.....	204,825	211,077
Crown Companies.....	143,455	143,073
	<hr/>	<hr/>
Total, All Employees, Federal Government.....	348,280	354,150

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix C

DISTRIBUTION OF FEDERAL GOVERNMENT EMPLOYMENT BY PROVINCE

as of September 1964 and 1965

Province	Salaried Employees		Prevailing Rate Employees		Ships' Officers and Crews		Casuals and Others		Total		Crown Companies		Grand Total	
	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965
Newfoundland	2,799	2,866	399	411	282	372	792	724	4,272	4,373	6,909	7,098	11,181	11,471
Prince Edward Island	764	785	230	249	161	145	179	163	1,334	1,342	1,129	986	2,463	2,328
Nova Scotia	8,056	8,205	2,631	2,659	1,005	1,220	1,713	1,979	13,405	14,063	6,043	5,710	19,448	19,773
New Brunswick	5,504	5,460	983	1,015	189	180	600	697	7,276	7,352	7,591	7,208	14,867	14,560
Quebec	26,313	26,679	3,666	3,649	700	701	2,154	2,808	32,833	33,837	34,933	36,069	67,766	69,906
Ontario	78,906	79,059	6,582	6,354	204	213	3,870	5,748	89,562	91,374	41,871	41,716	131,433	133,090
Manitoba	7,931	8,078	1,371	1,405	45	45	768	1,009	10,115	10,537	15,925	15,542	26,040	26,079
Saskatchewan	5,619	5,716	659	646			391	617	6,669	6,979	4,747	4,560	11,416	11,539
Alberta	9,845	9,968	2,170	2,091	21	19	924	1,521	12,960	13,599	7,804	7,808	20,764	21,407
British Columbia	15,136	15,327	2,440	2,425	856	877	1,755	2,257	20,187	20,886	6,993	6,899	27,180	27,785
Yukon and Northwest Territories														
Abroad	1,467	1,580	725	717	57	46	875	980	3,124	3,323	596	577	3,720	3,900
	2,916	3,193					172	219	3,088	3,412	8,914	8,900	12,002	12,312
TOTAL	165,256	166,916	21,856	21,621	3,520	3,818	14,193	18,722	204,825	211,077	143,455	143,073	348,280	354,150

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix D

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY PROVINCE AND SEX

as of September 1964 and 1965

Province	All Employees			Males			Females		
	Number		% of Total	Number		% in Each Province	Number		% in Each Province
	1964	1965		1964	1965		1964	1965	
Newfoundland.....	2,320	2,369	1.7	2,034	2,069	2.0	286	300	0.8
Prince Edward Island.....	683	708	0.5	564	585	0.6	119	123	0.3
Nova Scotia.....	6,932	7,149	5.0	5,237	5,410	5.2	1,695	1,739	4.6
New Brunswick.....	4,633	4,663	3.4	3,643	3,629	3.6	990	1,034	2.7
Quebec.....	22,040	22,536	16.1	17,353	17,788	17.3	4,687	4,748	12.6
Ontario.....	68,126	68,845	49.6	46,625	47,584	46.6	21,501	21,261	56.6
Manitoba.....	6,727	6,899	4.9	5,074	5,183	5.1	1,653	1,716	4.4
Saskatchewan.....	3,403	3,469	2.5	2,683	2,703	2.7	720	766	2.0
Alberta.....	7,880	8,045	5.7	5,984	6,077	6.0	1,896	1,968	5.1
British Columbia.....	12,426	12,577	9.1	9,257	9,243	9.3	3,169	3,334	8.5
Yukon.....	476	500	0.3	400	404	0.4	76	96	0.3
Northwest Territories.....	493	591	0.4	401	410	0.4	92	109	0.3
Abroad.....	1,153	1,352	0.8	830	986	0.8	323	366	0.9
Total, All Provinces.....	137,292	139,631	100.0	100,085	102,071	100.0	37,207	37,560	100.0
									100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix E

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY METROPOLITAN AREA AND SEX

as of September 1964 and 1965

Location	All Employees				Number of Male Employees		Number of Female Employees	
	Number		% of Total					
	1964	1965	1964	1965	1964	1965	1964	1965
St. John's.....	1,221	1,234	0.9	0.9	1,028	1,031	193	203
Halifax.....	4,814	5,066	3.5	3.6	3,425	3,623	1,389	1,443
Saint John, N.B.....	1,279	1,276	0.9	0.9	925	917	354	359
Quebec City.....	2,759	2,884	2.0	2.1	2,053	2,172	706	712
Montreal.....	13,921	14,257	10.2	10.2	10,893	11,218	3,028	3,039
Ottawa-Hull.....	37,669	38,094	27.5	27.3	22,795	23,678	14,874	14,416
Toronto.....	13,216	13,914	9.6	10.0	10,252	10,689	2,964	3,225
Hamilton.....	1,429	1,422	1.0	1.0	1,090	1,090	339	332
Kitchener-Waterloo.....	596	634	0.4	0.4	484	517	112	117
London.....	3,085	3,051	2.3	2.2	2,184	2,154	901	897
Windsor.....	1,101	1,087	0.8	0.8	947	921	154	166
Sudbury.....	288	296	0.2	0.2	199	210	89	86
Winnipeg.....	5,240	5,332	3.8	3.8	3,894	3,943	1,346	1,389
Calgary.....	2,348	2,384	1.7	1.7	1,752	1,765	596	619
Edmonton.....	3,767	3,862	2.8	2.8	2,784	2,834	983	1,028
Vancouver.....	7,026	7,123	5.1	5.1	5,258	5,266	1,768	1,857
Victoria.....	2,760	2,877	2.0	2.1	1,899	1,972	861	905
Total, All Metro- politan Areas.....	102,519	104,793	74.7	75.1	71,862	74,000	30,657	30,793
Other Locations.....	34,773	34,838	25.3	24.9	28,223	28,071	6,550	6,767
Total, All Locations...	137,292	139,631	100.0	100.0	100,085	102,071	37,207	37,560

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix F

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY DEPARTMENT

as of September 1964 and 1965

Department	Number of Employees		Percentage of Total Employees	
	1964	1965	1964	1965
Post Office.....	24,717	25,639	18.0	18.4
National Defence.....	25,025	24,497	18.2	17.6
National Revenue.....	14,702	13,742	10.7	9.8
Veterans' Affairs.....	10,733	10,741	7.8	7.7
Transport.....	10,504	10,701	7.7	7.7
Agriculture.....	6,255	6,458	4.6	4.6
Public Works.....	5,706	5,717	4.2	4.1
Unemployment Insurance Commission.....	9,016	5,158	6.6	3.7
Labour.....	*	4,537	—	3.3
Comptroller of the Treasury.....	4,203	4,336	3.1	3.1
National Health and Welfare.....	3,144	3,287	2.3	2.4
Citizenship and Immigration.....	2,618	2,806	1.9	2.0
Mines and Technical Surveys.....	2,512	2,695	1.8	1.9
Defence Production.....	2,121	2,532	1.5	1.8
Dominion Bureau of Statistics.....	2,903	2,213	1.5	1.6
External Affairs.....	1,680	1,915	1.2	1.4
Northern Affairs and National Resources.....	1,662	1,872	1.2	1.3
Trade and Commerce.....	—	1,424	—	1.0
Royal Canadian Mounted Police.....	—	1,307	—	0.9
Fisheries.....	—	1,306	—	0.9
Forestry.....	—	1,038	—	0.7
Secretary of State.....	—	940	—	0.7
Civil Service Commission.....	—	863	—	0.6
Others.....	10,601	3,907	7.7	2.8
Total, All Departments.....	137,292	139,631	100.0	100.0

*In 1964 figures under 1,000 were not available for comparison.

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix G

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY AGE GROUP AND SEX

as of September 1964 and 1965

Age Group	All Employees				Males				Females			
	Number		% of Total		Number		% of Total		Number		% of Total	
	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965
Under 20	2,525	3,406	1.8	2.4	623	903	0.6	0.9	1,902	2,503	5.1	6.7
20-24	10,419	10,944	7.6	7.8	5,362	5,911	5.4	5.8	5,057	5,033	13.6	13.4
25-29	11,649	11,872	8.5	8.5	8,148	8,349	8.2	8.2	3,501	3,523	9.4	9.4
30-34	12,614	12,701	9.2	9.1	9,727	9,812	9.7	9.6	2,887	2,889	7.8	7.7
35-39	14,299	13,518	10.4	9.7	10,661	10,199	10.7	10.0	3,638	3,319	9.8	8.8
40-44	23,955	22,945	17.5	16.4	18,588	17,781	18.6	17.4	5,367	5,164	14.4	13.7
45-49	21,466	22,948	15.6	16.4	16,370	17,798	16.4	17.5	5,096	5,150	13.7	13.7
50-54	17,199	18,532	12.5	13.3	12,833	13,901	12.8	13.6	4,366	4,631	11.7	12.3
55-59	11,831	12,811	8.6	9.2	8,852	9,623	8.8	9.4	2,979	3,188	8.0	8.5
60-64	6,984	7,130	5.1	5.1	5,339	5,420	5.3	5.3	1,645	1,710	4.4	4.6
65 and over	1,855	1,316	1.4	1.0	1,535	1,048	1.5	1.0	320	268	0.9	0.7
Age not recorded	2,496	1,508	1.8	1.1	2,047	1,326	2.0	1.3	449	182	1.2	0.5
Total, All Age Groups	137,292	139,631	100.0	100.0	100,085	102,071	100.0	100.0	37,207	37,560	100.0	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

Appendix H

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY SALARY GROUP

as of September 1964 and 1965

Salary Group	Number of Employees		Percentage of Total Employees	
	1964	1965	1964	1965
Under \$ 2,000.....	420	—	0.3	—
2,000 – 2,499.....	4,555	3,498	3.3	2.5
2,500 – 2,999.....	8,171	8,080	6.0	5.8
3,000 – 3,499.....	11,764	10,243	8.5	7.3
3,500 – 3,999.....	24,563	16,783	17.9	12.0
4,000 – 4,499.....	23,350	20,831	17.0	14.9
4,500 – 4,999.....	19,905	19,644	14.5	14.1
5,000 – 5,499.....	12,460	19,322	9.1	13.8
5,500 – 5,999.....	7,295	12,467	5.3	8.9
6,000 – 6,499.....	5,754	6,951	4.2	5.0
6,500 – 6,999.....	3,474	4,288	2.5	3.1
7,000 – 7,499.....	2,775	3,343	2.0	2.4
7,500 – 7,999.....	2,864	2,920	2.1	2.1
8,000 – 8,499.....	1,924	2,209	1.4	1.6
8,500 – 8,999.....	1,390	1,270	1.0	0.9
9,000 – 9,499.....	1,370	1,866	1.0	1.4
9,500 – 9,999.....	958	863	0.7	0.6
10,000 – 10,999.....	1,481	1,704	1.1	1.2
11,000 – 11,999.....	492	734	0.4	0.5
12,000 – 12,999.....	844	943	0.6	0.7
13,000 – 13,999.....	391	426	0.3	0.3
14,000 – 14,999.....	258	320	0.2	0.2
15,000 – 15,999.....	347	407	0.3	0.3
16,000 and over.....	487	519	0.3	0.4
Total, All Salary Groups.....	137,292	139,631	100.0	100.0

SOURCE: Government Employment and Payrolls Section,
Public Finance and Transportation Division,
Dominion Bureau of Statistics.

RÉPARTITION DES EMPLOYÉS PAR GROUPE DE TRAITEMENT— EMPLOIS CONTINUS

septembre 1964 et 1965

Groupe de traitement		1964		1965	
Moins de \$2,000	Total, tous les groupes de traitement	137,292	139,631	100.0	100.0
2,000 - 2,499	420	—	0.3	—
2,500 - 2,999	4,555	3,498	3.3	2.5
3,000 - 3,499	8,171	8,080	6.0	5.8
3,500 - 3,999	11,764	10,243	8.5	7.3
4,000 - 4,499	24,563	16,783	17.9	12.0
4,500 - 4,999	23,350	20,831	17.0	14.9
5,000 - 5,499	19,905	19,644	14.5	14.1
5,500 - 5,999	12,460	19,322	9.1	13.8
6,000 - 6,499	7,295	12,467	5.3	8.9
6,500 - 6,999	5,754	6,951	4.2	5.0
7,000 - 7,499	3,474	4,288	2.5	3.1
7,500 - 7,999	2,775	3,343	2.0	2.4
8,000 - 8,499	2,864	2,920	2.1	2.1
8,500 - 8,999	1,924	2,209	1.4	1.6
9,000 - 9,499	1,390	1,270	1.0	0.9
9,500 - 9,999	1,370	1,866	1.0	1.4
10,000 - 10,999	958	863	0.7	0.6
10,999 - 11,999	1,481	1,704	1.1	1.2
11,000 - 11,999	492	734	0.4	0.5
12,000 - 12,999	844	943	0.6	0.7
13,000 - 13,999	391	426	0.3	0.3
14,000 - 14,999	258	320	0.2	0.2
15,000 - 15,999	347	407	0.3	0.3
16,000 et plus	487	519	0.3	0.4

DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement
 Division des finances publiques et des transports
 Bureau fédéral de la statistique

Annexe F

RÉPARTITION DES EMPLOYÉS PAR GROUPE D'ÂGE ET SELON LE SEXE—EMPLOIS CONTINUS

septembre 1964 et 1965

Groupe d'âge	Tous les employés				Hommes				Femmes			
	Nombre		% du total		Nombre		% du total		Nombre		% du total	
	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965
Moins de 20.....	2,525	3,406	1.8	2.4	623	903	0.6	0.9	1,902	2,503	5.1	6.7
20-24.....	10,419	10,944	7.6	7.8	5,362	5,911	5.4	5.8	5,057	5,033	13.6	13.4
25-29.....	11,649	11,872	8.5	8.5	8,148	8,349	8.2	8.2	3,501	3,523	9.4	9.4
30-34.....	12,614	12,701	9.2	9.1	9,727	9,812	9.7	9.6	2,887	2,889	7.8	7.7
35-39.....	14,299	13,518	10.4	9.7	10,661	10,199	10.7	10.0	3,638	3,319	9.8	8.8
40-44.....	23,955	22,945	17.5	16.4	18,588	17,781	18.6	17.4	5,367	5,164	14.4	13.7
45-49.....	21,466	22,948	15.6	16.4	16,370	17,798	16.4	17.5	5,096	5,150	13.7	13.7
50-54.....	17,199	18,532	12.5	13.3	12,833	13,901	12.8	13.6	4,366	4,631	11.7	12.3
55-59.....	11,831	12,811	8.6	9.2	8,852	9,623	8.8	9.4	2,979	3,188	8.0	8.5
60-64.....	6,984	7,130	5.1	5.1	5,359	5,420	5.3	5.3	1,645	1,710	4.4	4.6
65 et plus.....	1,855	1,316	1.4	1.0	1,535	1,048	1.5	1.0	320	288	0.9	0.7
Âge non consigné.....	2,496	1,508	1.8	1.1	2,047	1,326	2.0	1.3	449	182	1.2	0.5
Total, tous les groupes d'âge.....	137,292	139,631	100.0	100.0	100,085	102,071	100.0	100.0	37,207	37,560	100.0	100.0

RÉPARTITION DES EMPLOYÉS PAR MINISTÈRE—EMPLOIS CONTINUS

septembre 1964 et 1965

Ministère	1964	1965	Pourcentage du nombre total d'employés
Postes.....	24,717	25,639	18.0
Défense nationale.....	25,025	24,497	18.2
Revenu national.....	14,702	13,742	10.7
Affaires des anciens combattants.....	10,733	10,741	7.8
Transports.....	10,504	10,701	7.7
Agriculture.....	6,255	6,458	4.6
Travaux publics.....	5,706	5,717	4.2
Commission d'assurance-chômage.....	9,016	5,158	6.6
Travail.....	*	4,537	—
Contrôleur du Trésor.....	4,203	4,336	3.1
Santé nationale et Bien-être social.....	3,144	3,287	2.3
Citoyenneté et Immigration.....	2,618	2,806	1.9
Mines et Relevés techniques.....	2,512	2,695	1.8
Production de défense.....	2,121	2,532	1.5
Bureau fédéral de la statistique.....	2,093	2,213	1.5
Affaires extérieures.....	1,680	1,915	1.2
Nord canadien et Ressources nationales.....	1,662	1,872	1.2
Commerce.....	—	1,424	—
Gendarmerie royale du Canada.....	—	1,307	—
Pêcheries.....	—	1,306	—
Forêts.....	—	1,038	—
Secrétariat d'Etat.....	—	940	—
Commission du service civil.....	—	863	—
Autres ministères.....	10,601	3,907	7.7
Total, tous les ministères.....	137,292	139,631	100.0
	100.0	100.0	100.0

* En 1964, les chiffres au-dessous de 1,000 n'étaient pas disponibles pour fins de comparaison.
DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement
Division des finances publiques et des transports
Bureau fédéral de la statistique

RÉPARTITION DES EMPLOYÉS PAR ZONE MÉTROPOLITAINE ET SELON LE SEXE—EMPLOIS CONTINUS

septembre 1964 et 1965

Endroit	Tous les employés		% du total	Nombre des hommes	Nombre des femmes	1964	1965
	Nombre						
	1964	1965					
St-Jean	1,221	1,234	0.9	1,028	193	203	1,443
Halifax	4,814	5,066	3.5	3,425	3,023	1,389	1,359
St-Jean (N.-B.)	1,279	1,276	0.9	925	917	354	359
Québec	2,759	2,884	2.0	2,053	2,172	706	712
Montréal	13,921	14,257	10.2	10,893	11,218	3,028	3,039
Ottawa-Hull	37,669	38,094	27.5	22,795	23,678	14,874	14,416
Toronto	13,216	13,914	9.6	10,252	10,689	2,964	3,225
Hamilton	1,429	1,422	1.0	1,090	1,090	339	332
Kitchener-Waterloo	596	634	0.4	484	517	112	117
London	3,085	3,051	2.3	2,184	2,154	901	897
Windsor	1,101	1,087	0.8	947	921	154	166
Sudbury	288	296	0.2	199	210	89	86
Winnipeg	5,240	5,332	3.8	3,894	3,943	1,346	1,389
Calgary	2,348	2,384	1.7	1,752	1,765	596	619
Edmonton	3,767	3,862	2.8	2,784	2,834	983	1,028
Vancouver	7,026	7,123	5.1	5,258	5,266	1,768	1,857
Victoria	2,760	2,877	2.0	1,899	1,972	861	905
Total, toutes les zones métropolitaines	102,519	104,793	74.7	71,862	74,000	30,657	30,793
Autres endroits	34,773	34,838	25.3	24.9	28,071	6,550	6,767
Total, tous les endroits	137,292	139,631	100.0	100.0	102,071	37,207	37,560

DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement
 Division des finances publiques et des transports
 Bureau fédéral de la statistique

Annexe D

RÉPARTITION DES EMPLOYÉS PAR PROVINCE ET SELON LE SEXE—EMPLOIS CONTINUS

septembre 1964 et 1965

Province	Tous les employés				Hommes				Femmes			
	Nombre		% du total		Nombre		% dans chaque province		Nombre		% dans chaque province	
	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965
Terre-Neuve.....	2,320	2,369	1.7	1.7	2,034	2,069	2.0	2.0	286	300	0.8	0.8
Île du Prince-Édouard.....	683	708	0.5	0.5	564	585	0.6	0.6	119	123	0.3	0.3
Nouvelle-Écosse.....	6,932	7,149	5.0	5.1	5,237	5,410	5.2	5.3	1,695	1,739	4.6	4.6
Nouveau-Brunswick.....	4,633	4,663	3.4	3.3	3,643	3,629	3.6	3.6	990	1,034	2.7	2.8
Québec.....	22,040	22,536	16.1	16.2	17,353	17,788	17.3	17.4	4,687	4,748	12.6	12.6
Ontario.....	68,126	68,845	49.6	49.3	46,625	47,584	46.6	46.6	21,501	21,261	57.8	56.6
Manitoba.....	6,727	6,899	4.9	4.9	5,074	5,183	5.1	5.1	1,653	1,716	4.4	4.6
Saskatchewan.....	3,403	3,469	2.5	2.5	2,683	2,703	2.7	2.7	720	766	1.9	2.0
Alberta.....	7,880	8,045	5.7	5.8	5,984	6,077	6.0	5.9	1,896	1,968	5.1	5.2
Colombie-Britannique.....	12,426	12,577	9.1	9.0	9,257	9,243	9.3	9.0	3,169	3,334	8.5	8.9
Yukon.....	476	500	0.3	0.3	400	404	0.4	0.4	76	96	0.2	0.3
Territoires du Nord-Ouest.....	493	519	0.4	0.4	401	410	0.4	0.4	92	109	0.2	0.3
A l'extérieur.....	1,153	1,352	0.8	1.0	830	986	0.8	1.0	323	366	0.9	1.0
Total, toutes les provinces.....	137,292	139,631	100.0	100.0	100,085	102,071	100.0	100.0	37,207	37,560	100.0	100.0

DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement

Division des finances publiques et des transports

Bureau fédéral de la statistique

Annexe C

RÉPARTITION PAR PROVINCE DES EMPLOYÉS DU GOUVERNEMENT FÉDÉRAL

Septembre 1964 et 1965

Province	Employés à traitement		Employés aux taux régionaux		Officiers et équipages de navires		Employés inter-mittents et autres		Total		Sociétés de la Couronne		Total général	
	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965	1964	1965
Terre-Neuve.....	2, 799	2, 866	399	411	282	372	792	724	4, 272	4, 373	6, 909	7, 098	11, 181	11, 471
Île du Prince-Édouard.....	764	785	230	249	161	145	179	163	1, 334	1, 342	1, 129	986	2, 463	2, 328
Nouvelle-Écosse.....	8, 056	8, 205	2, 631	2, 659	1, 005	1, 220	1, 713	1, 979	13, 405	14, 063	6, 043	5, 710	19, 448	19, 773
Nouveau-Brunswick.....	5, 504	5, 460	983	1, 015	189	180	600	697	7, 276	7, 352	7, 591	7, 208	14, 867	14, 560
Québec.....	26, 313	26, 679	3, 666	3, 649	700	701	2, 154	2, 808	32, 833	33, 837	34, 933	36, 069	67, 766	69, 906
Ontario.....	78, 906	79, 059	6, 582	6, 354	204	213	3, 870	5, 748	89, 562	91, 374	41, 871	41, 716	131, 433	133, 090
Manitoba.....	7, 931	8, 078	1, 371	1, 405	45	45	768	1, 009	10, 115	10, 537	15, 925	15, 542	26, 040	26, 079
Saskatchewan.....	5, 619	5, 716	659	646	391	617	6, 669	6, 979	4, 747	4, 560	11, 416	11, 539
Alberta.....	9, 845	9, 968	2, 170	2, 091	21	19	924	1, 521	12, 960	13, 599	7, 804	7, 808	20, 764	21, 407
Colombie-Britannique.....	15, 136	15, 327	2, 440	2, 425	856	877	1, 755	2, 257	20, 187	20, 886	6, 993	6, 899	27, 180	27, 785
Yukon et Territoires du Nord-Ouest.....	1, 467	1, 580	725	717	57	46	875	980	3, 124	3, 323	596	577	3, 720	3, 900
A l'extérieur.....	2, 916	3, 193	172	219	3, 088	3, 412	8, 914	8, 900	12, 002	12, 312
TOTAL.....	165, 265	166, 916	21, 856	21, 621	3, 520	3, 818	14, 193	18, 722	204, 825	211, 077	143, 455	143, 073	348, 280	354, 150

DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement
Division des finances publiques et des transports
Bureau fédéral de la statistique

COMPOSITION DE L'EMPLOI AU GOUVERNEMENT FÉDÉRAL

septembre 1964 et 1965

Directions et services de ministères et sociétés
Employés relevant de la Loi sur le service civil

1964	1965
137,292	139,631
1,374	575
138,666	140,206
26,590	26,710
165,256	166,916
21,856	21,621
3,520	3,818
14,193	18,722
204,825	211,077
143,455	143,073
348,280	354,150

Total, tous les employés du gouvernement fédéral

Sociétés de la Couronne.....

Total, directions et services de ministères et sociétés

Employés intermittents et autres.....

Officiers et équipages de navires.....

Employés aux taux régants.....

Autres employés à traitement.....

DOCUMENTATION: Section de l'emploi et des traitements dans le gouvernement

Division des finances publiques et des transports

Bureau fédéral de la statistique

NOMINATIONS, DÉPARTS, PROMOTIONS ET MUTATIONS DES EMPLOYÉS RELEVANT DE LA LOI SUR LE SERVICE CIVIL

1963, 1964, 1965

	1963	1964	1965
Employés relevant de la Loi sur le service civil.....	137,818	138,666	140,206
Nouvelles nominations.....	14,750	19,199	21,700
Départs*.....	11,226	13,162	14,546
Promotions.....	17,886	18,536	20,475
Mutations.....	1,012	2,266	970

* Exclut les engagements pour une période déterminée et le travail d'été.

John J. Carson
Président

Ruth E. Addison
Commissaire

Sylvain Cloutier
Commissaire

affaires et de l'industrie. Nous remercions les représentants des ministères et des associations de fonctionnaires qui nous ont fourni une collaboration attentive en travaillant de concert avec notre propre personnel. Plus particulièrement, nous remercions nos employés de leurs efforts incessants, de leur appui et de l'enthousiasme qu'ils ont manifestés en nous aidant à faire de la Commission du service civil une agence capable de répondre efficacement aux besoins en personnel de la fonction publique.

Nous apprécions l'aide que nous ont apportée, au cours de l'année, les nombreux universitaires et les dirigeants des

REMERCIEMENTS

la Commission d'assurance-chômage, est passé au service de la Commission à la fin de 1964 et, en 1965, il devenait Directeur des cadres de la gestion du personnel.

M. C. R. Patterson, auparavant Directeur des opérations à la Commission, est devenu Directeur général de l'Organisation des mesures d'urgence.

M. K. R. Scobie a été prêt à nous aider de la Défense nationale pour y remplir le poste de Directeur général du personnel civil. Il était auparavant Directeur de notre Direction des traitements et des conditions de service.

Des primes individuelles ont été décernées à T. E. Brown, du ministère de la Production de défense, T. H. Kihle et E. R. Mitchell du ministère des Mines et des Relevés techniques, J. H. Jenkins, du ministère des Forêts, Earl Godfrey, du Musée national et A. Brennan de l'Imprimerie du gouvernement canadien. Pour la treizième année consécutive, on a accordé des primes à des fonctionnaires de l'État qui avaient soumis des suggestions permettant d'augmenter le rendement. Au cours de 1965, 825 suggestions ont permis d'économiser \$1,177,000 et les employés qui les avaient soumises ont reçu des primes représentant un total de \$42,729. La prime unique la plus forte accordée cette année est allée au sergent J. A. Lockey, du ministère de la Défense nationale, Commandement du matériel, Rockcliffe, Ontario. Il a reçu \$1,560 après avoir indiqué un moyen de prévenir la corrosion des traverses d'appui d'une pièce faisant partie des avions. Cette suggestion a permis l'épargne de \$58,010 dès la première année où on l'a mise en pratique.

CHANGEMENTS PARMI LE PERSONNEL

Dans le but d'accroître l'expérience et d'encourager le perfectionnement des administrateurs du personnel de la fonction publique, nous avons inauguré un système de roulement ou de mutation du personnel à tous les niveaux dans les divers ministères et organismes centraux. Quelques-uns de ces changements aux paliers supérieurs méritent d'être notés.

M. A. R. K. Anderson, auparavant Directeur général du personnel civil au ministère de la Défense nationale, est devenu Directeur de notre Bureau de revision de la classification.

M. F. E. Anderson a été nommé Directeur des cadres de la gestion financière. Il était Directeur général des finances des Forces canadiennes avant de passer au service de la Commission.

M. R. D. Boyd, Directeur du personnel au ministère des Postes, est devenu Directeur du personnel au ministère des Affaires des anciens combattants.

M. V. M. Clarkson, un haut fonctionnaire de la Commission, a été prêté au ministère du Travail afin d'aider à la réorganisation du Service national de placement.

M. J. M. DesRoches, auparavant Directeur des services de gestion au ministère de la Production de défense, est passé à la Commission pour y remplir le rôle de Directeur des cadres socio-économiques.

M. P. A. Faguy, auparavant Directeur général de l'Organisation des mesures d'urgence, a été nommé conseiller du gouvernement auprès de la Commission royale d'enquête sur les conditions de travail au ministère des Postes.

M. K. C. Foster a été nommé Directeur du personnel et de l'administration à la Commission du service civil; il occupait auparavant le poste de Registrar de la citoyenneté au ministère de la Citoyenneté et de l'Immigration.

M. J. F. Godsell est devenu notre Directeur des cadres des sciences appliquées. Il était au poste de Chef de la division des excavations maritimes au ministère des Travaux publics.

M. D. H. Laughland, qui dirige maintenant notre programme de la Direction des cadres se rattachant aux sciences biologiques et physiques, dirigeait l'administration à la Direction des recherches du ministère de l'Agriculture.

M. J. D. Love, antérieurement Directeur du Bureau de revision de la classification, a été nommé secrétaire adjoint (Personnel) auprès du Conseil du trésor. M. W. R. Martin, haut fonctionnaire à la division de la politique relative au personnel au Conseil du trésor, est devenu Registraire de la citoyenneté au ministère de la Citoyenneté et de l'Immigration.

M. T. G. Morry, ancien Directeur du personnel et des services administratifs à

offre elle aussi un service consultatif à

tous les ministères et organismes d'Etat.

Elle procède à des études portant sur les problèmes de la gestion; elle poursuit des travaux de recherche et prépare de la documentation destinée à améliorer les techniques de la gestion; enfin elle dirige un centre d'information.

La Division a entrepris au cours de l'année 23 nouvelles études, elle en a

complété 23 autres et elle a fait 108 études d'ordre secondaire dans cinquante ministères et organismes d'Etat. Elle a

fait pendant l'année quatre études portant sur l'application d'ordinateurs à des problèmes de gestion et deux autres études

ont été entreprises avant la fin de 1965. Six études touchant chacune plus d'un

ministère furent commandées par le Conseil du trésor; à la fin de l'année trois

étaient complètes et trois autres attendaient leur parachèvement. Tous ces

travaux concernaient les méthodes de prévisions budgétaires des ministères et

du Conseil du trésor, les services d'admission centrale dans les édifices du

gouvernement, et ils incluaient une revue des normes de transcription et de dactylo-

graphie dans toute la fonction publique. Les demandes d'études cette année ont

accusé un intérêt croissant à l'égard des techniques de planification et des systèmes

de contrôle budgétaire.

La Division a de plus dirigé 13 cours de perfectionnement de la gestion qu'ont

suits 620 employés. La plupart de ces employés étaient aux niveaux supérieurs

et intermédiaires. Trois nouveaux cours ont été inaugurés l'an dernier:

- un cours préliminaire de six semaines destiné à former des spécialistes en mesure du travail

- un cours d'une semaine destiné aux surveillants et aux dirigeants

- un cours de quatre jours sur les techniques de la planification et de la répartition du travail, lequel

incluait la technique de prépara-

(PERT), (CPM).

Des représentants de quinze pays ont

visité la Division au cours de l'année afin d'étudier ses modes d'opération et de

recueillir des renseignements au sujet des moyens de perfectionnement de la ges-

tion. La Division, à la demande des Nations Unies, a préparé et donné un cours

d'orientation de dix jours sur le traitement automatique des informations à 17

fonctionnaires venus de pays étrangers. A la suite du travail qu'elle a accompli

en rapport avec ce programme, la Division a préparé pour les Nations Unies

un cours complet qui servira aux pays en voie de développement.

Le service d'information de la Division continue à recevoir des demandes

au sujet de problèmes administratifs qui se rattachent au matériel de bureau et

aux méthodes d'analyse de la gestion. Le nombre des demandes de renseignements

a continué à croître; de 600 qu'il était en 1963, il est monté à 1,000 en 1964

et à 1,300 en 1965.

PRIMES D'ENCOURAGEMENT

Un nouveau programme d'encourage-

ment à l'initiative—celui des primes au mérite—a été mis en œuvre cette année

et le Conseil des primes d'encouragement a décerné dix primes représentant un

montant total de \$7,900.

Cette prime au mérite, qui peut aller jusqu'à \$1,000, est accordée aux fonctionnaires de l'Etat qui, par leur rende-

ment et leur ingéniosité, réussissent à améliorer de façon marquée l'efficacité

du travail, des opérations ou des services offerts au public. Les employés dont les

noms suivent ont reçu conjointement des primes offertes à deux ou plusieurs per-

sonnes ayant élaboré un même projet; J. R. Killick et A. E. Johnson, du mini-

stère de la Production de défense; J. D. Milne et H. E. Lawrence, du ministère

de la Défense nationale; et L. C. Pingle, A. S. Clowater et R. H. Sexton, du mi-

nistère de la Production de défense.

SERVICES CONSULTATIFS

Comme il nous appartient de préciser une administration efficace et compétente, nous offrons des services consultatifs à tous les ministères et organismes du gouvernement. Ces services sont rendus par notre Division de l'organisation et notre Division de l'analyse de la gestion.

Bien que les agents de la Division de l'organisation s'occupent principalement des études entreprises par elle, des dispositions particulières sont souvent prises pour utiliser leurs services d'autre façon. Ainsi, des analystes de l'organisation ont été prêtés durant l'année aux ministères des Travaux publics et de la Citoyenneté et de l'Immigration, où ils ont participé à d'importantes études sur la gestion dirigées par des conseillers venus de l'extérieur.

L'an dernier la Division a noté trois tendances précises. Tout d'abord, les ministères ont continué à demander études fondées sur les recommandations faites par la Commission royale d'enquête sur l'organisation du gouvernement. En second lieu, on a vu augmenter le nombre de demandes d'aide et de conseils en matières de gestion du personnel. Ces demandes provenaient principalement de ministères et d'organismes qui ne sont pas assez considérables pour établir leur propre système de planification des effectifs. Il y a eu enfin tendance à poursuivre des études qui intéressent plus d'un ministère; par exemple, une étude entre-prise pour le Secrétariat d'État a dû tenir compte des responsabilités de 12 personnes ayant le statut de sous-chef.

• les taux de recrutement prévus des diplômés universitaires en

1966.

La plupart des rapports émanant du Bureau de recherches sur les traitements sont de nature confidentielle et leur distribution est limitée. C'est une condition essentielle pour que les employeurs interrogés fournissent leurs renseignements au

Bureau a de nouveau collaboré avec d'autres organismes du gouvernement afin de ne pas surcharger de requêtes les employeurs et de coordonner les moyens de recherches sur les traitements dans toute la fonction publique. Pendant le relevé touchant les emplois professionnels et techniques qui a eu lieu au cours de l'été, et le relevé touchant les emplois de commis et d'administrateurs à l'automne, des représentants de la Direction des recherches sur les traitements de la province d'Ontario ont accompagné les agents de notre Bureau au cours de leurs nombreuses visites dans des établissements de l'Ontario de sorte qu'un seul travail d'enquête a suffi pour répondre aux besoins des deux gouvernements. Tout en procédant au relevé touchant les groupes professionnels et techniques, le Bureau a recueilli des données pour le Conseil national de recherches sur les traitements accordés aux chercheurs scientifiques et aux ingénieurs employés à des travaux de recherche et de perfectionnement.

Presque tous les renseignements destinés aux rapports du Bureau sont recueillis au cours d'interviews avec les représentants de plusieurs centaines de firmes et d'institutions. Ces entretiens personnels sont essentiels si l'on veut atteindre à un haut niveau de précision en comparant les fonctions et les responsabilités des emplois dans la fonction publique avec celles de l'extérieur. Ils permettent aussi de bien comprendre les politiques et les pratiques observées par d'autres employeurs en fait de rémunération.

Vu la majorité prononcée de certains traitements en dehors de la fonction publique, il devint nécessaire de faire des mises à jour isolées tel que dans les cas des infirmières, des ingénieurs et des bibliothécaires. Nous avons aussi recommandé une révision spéciale des traitements d'un petit nombre d'employés qui recevaient moins de \$1.25 l'heure, le taux minimum prescrit par le Code canadien du travail.

Le Code du travail, entré en vigueur le 1^{er} juillet, a eu un effet sur le traitement de certains fonctionnaires et il a aussi modifié leurs conditions d'emploi.

Ainsi les règlements régissant les vacances et les congés ont été mis à l'étude. Malgré que le règlement affectant les vacances des fonctionnaires se soit révélé plus avantageux que celui du nouveau code, on a dû accorder des vacances avec paye aux employés ayant travaillé pendant au moins 30 jours et qui quittent la fonction publique sans avoir acquis de droit aux vacances (après six mois d'emploi continu). Il est aussi devenu nécessaire de permettre aux employés occasionnels et à certains employés à temps partiel de recevoir pour leurs vacances une paye égale à quatre pour cent de leur rémunération, au lieu du taux de deux pour cent prescrit par la loi régissant les vacances annuelles.

Afin de la rendre conforme aux dispositions du Code, la rémunération du travail exécuté un jour de congé sera désormais calculée à temps et demi et non plus à temps égal. De même, les employés occasionnels pourront prendre un congé avec paye si à la date de ce congé, ils ont été employés pendant au moins 30 jours dont 15 auront été rémunérés.

Nous avons de plus modifié les dispositions relatives aux congés compensatoires de surtemps accordés aux employés qui travaillent 40 heures par semaine afin de nous conformer aux pratiques observées à l'extérieur. Ces employés pourront dorénavant recevoir une rémunération en espèces aussitôt que possible après la fin du mois où ils auront fait du surtemps.

Etudes sur les traitements

Les recommandations en matière de traitement que nous faisons au Conseil du trésor découlent des renseignements recueillis par notre Bureau de recherches sur les traitements quant aux traitements et conditions d'emploi du secteur privé et des gouvernements autres que le gouvernement fédéral. Les activités du Bureau se rattachent aux principaux groupes d'occupations prévus par le régime de la revue cyclique régulière des traitements des fonctionnaires. Cette année, le travail de ce Bureau a commencé à réélaborer les changements dans les groupes d'occupations qui résultent du programme de révision de la classification.

Les principales études ont porté sur les taux des traitements accordés en dehors du gouvernement fédéral pour les classes de service et d'entretien, les classes administratives et du soutien administratif, les classes des services d'hôpitaux et les classes professionnelles. Le Bureau a aussi étudié les effets des conclusions du juge Anderson en ce qui a trait aux études sur les traitements; il a également examiné des méthodes qui serviront à hâter la production de renseignements relatifs aux relevés et à améliorer les données concernant les tendances qu'accusent les traitements.

Un certain nombre de rapports spéciaux, émis au cours de l'année, portaient sur les sujets suivants:

- la formation scolaire des hauts fonctionnaires
- la répartition des fonctionnaires par ministères, par groupes d'occupations, par catégories et par niveaux de traitements
- les tableaux des taux de traitements des instituteurs dans les écoles élémentaires et secondaires, et

deux problèmes et il nous a aidé à trouver à cet égard une ligne de conduite plus souple.

Dans son rapport final du mois de septembre, le juge Anderson a également

mis en lumière un problème important en soulignant l'écart entre la date où la révision d'un traitement devient valide, de façon rétroactive, et celle où les fonctionnaires touchent de fait leurs augmentations. Cet écart peut s'expliquer. Comme il faut mettre un certain temps à recueillir et à analyser les données extérieures concernant les traitements et consulter les ministères et les associations de fonctionnaires avant de faire des recommandations au Conseil du trésor, il s'écoule souvent de 8 à 10 mois entre la date où les nouveaux taux sont annoncés et celle de leur application rétroactive. La Commission s'inquiète de l'effet de ces délais, non seulement par les ennuis que cela occasionne aux employés mais aussi parce que le recrutement de nouveaux fonctionnaires en est aussi affecté. Nous avons reconnu la nécessité de résoudre ce problème. Nous avons aussi cru qu'il ne serait pas dans le meilleur intérêt de la nation, à l'époque, de garder les taux d'alors jusqu'à ce que soit complétée, en 1966, la révision cyclique normale. Par conséquent, au début de novembre, nous avons recommandé des augmentations provisoires pour les groupes professionnels et techniques (à compter du 1^{er} juillet 1965) et pour les groupes administratifs et de soutien administratif (à compter du 1^{er} octobre 1965). Ces augmentations provisoires représentaient des paiements initiaux avant les augmentations définitives de 1966 et elles étaient fondées sur les tendances générales notées dans l'évolution des traitements; elles furent approuvées en décembre.

Comme le juge Anderson l'a indiqué dans son rapport, les taux de traitements dans les autres secteurs augmentant chaque année, il peut s'ensuivre que ceux de la fonction publique accusent un re-

tard de presque un an à la date de leur entrée en vigueur. Pis encore, lorsque survient la révision suivante, deux ans plus tard, l'écart peut être de trois ans. Ainsi, la position relative de la fonction publique s'altère rapidement et souvent nous devenons incapables d'attrirer et de retenir un nombre suffisant d'employés compétents pour répondre aux besoins des ministères. En conséquence, en novembre dernier, nous avons avisé le gouvernement que nous étudions l'opportunité de recommander pour 1966 des augmentations mi-cycliques en nous basant sur les changements prévus dans les traitements en dehors de la fonction publique. Un changement de ce genre permettrait à la fonction publique de faire meilleure concurrence au marché extérieur, à compter de juin 1966.

Nous admettons aussi avec le juge Anderson que la politique de taux de traitements uniformes pour l'ensemble du pays soulève de sérieuses difficultés lorsqu'il s'agit d'attrirer et de retenir des employés dans des régions où les salaires sont généralement plus élevés que dans d'autres. Ceci s'applique particulièrement dans le cas de certains groupes d'occupations et nous convenons que le problème devra être étudié soigneusement avant de réviser les taux de traitements de ces groupes.

En août, nous recommandons la révision provisoire des traitements d'un petit groupe d'employés d'hôpitaux. Leur dernière révision avait eu lieu le 1^{er} janvier 1964 et la révision suivante aurait normalement été faite le 1^{er} octobre 1966, ce qui aurait représenté un intervalle de 34 mois. Comme il était convenu toute-fois que, lors de la transition au nouveau système de classification, aucune catégorie d'employés ne serait privée d'une révision de traitements pendant plus de 24 mois, ces employés d'hôpitaux se sont vu accorder une révision provisoire, à compter du 1^{er} janvier 1965, lorsqu'une comparaison avec les traitements à l'extérieur en démontrait l'opportunité.

responsabilités pour la fixation des traitements, aux termes de la Loi sur le service civil, tout en admettant que, lorsqu'elle sera adoptée, nous ne conserverons probablement aucune des responsabilités qui nous incombent actuellement à cet égard. En juin, nous avons recommandé des hausses de traitements, rétroactives au 1^{er} octobre 1964, pour les employés des postes, des douanes et de l'immigration, les techniciens, les dessinateurs, les travailleurs spécialisés et leurs surveillants immédiats. Le Conseil du trésor approuva les recommandations de la Commission le 16 juillet, mais certains employés des postes ne furent pas satisfaits de ces hausses et ils se sont mis en grève le 22 juillet. Le juge J. C. Anderson fut nommé commissaire par le Gouverneur en conseil afin d'enquêter sur les réclamations de ces employés et de soumettre des recommandations susceptibles de mettre fin à la grève. Le juge Anderson recommanda, entre autres, une hausse mi-cyclique, à compter du 1^{er} août, pour la plupart des employés inclus dans le groupe. La grève prit fin le 7 août.

Nous sommes d'avis que nos propres recommandations étaient opportunes; en effet, elles étaient formulées conformément avec la politique générale énoncée dans l'article 10 de la Loi sur le service civil et les lignes de conduite adoptées en 1961 pour la révision cyclique des traitements; elles étaient aussi conformes à la politique de taux de traitements uniformes des fonctionnaires pour l'ensemble du pays. La hausse accélérée des traitements et des salaires au début de 1965 a toutefois exercé une influence très marquée sur cette politique. Au début de l'été, il devint évident que les dispositions relatives à la révision bisannuelle national contenaient des points faibles et à la politique de taux de traitements uniformes sur l'ensemble du territoire quant à certaines occupations. Le rapport du juge Anderson a confirmé les inquiétudes croissantes que nous causaient ces

Fixation des traitements

Nous avons continué à assumer nos

différents relatifs aux traitements et à la classification. C'est pourquoi notre Bureau de révision de la classification a été chargé de recommander de nouveaux cadres d'organisation et d'apprécier les besoins en personnel qui se produiront dans les ministères et les organismes centraux à la suite de ce changement. Le Bureau a aussi pris les dispositions nécessaires pour que les ministères puissent exercer l'autorité qui leur est déléguée en vue de l'administration des régimes actuels pendant la période de transition. Plusieurs ministères, de fait, ont déjà modifié leurs structures en les conformant aux programmes proposés par le Bureau, programmes qui sont définis dans un document portant sur l'organisation et le recrutement du personnel nécessaire à la classification et à l'administration de la paye dans les ministères du gouvernement. Ce document analyse la portée des nouveaux régimes en ce qui concerne l'organisation; il propose de nouveaux cadres d'organisation et il ébauche une ligne à suivre dans la détermination du nombre d'employés requis pour le personnel préposé à la classification et aux traitements.

Le Bureau a précisé un système pour apprécier et contrôler la délégation de l'autorité. Ce système devrait permettre à la direction centrale de constater si l'on fait un bon usage de l'autorité déléguée. Le Bureau agit aussi à titre de coordinateur entre les organismes centraux et les ministères afin d'accroître et de perfectionner la compétence de ceux qui administreront les nouveaux régimes relatifs à la classification et aux traitements.

Au début de 1966, le Bureau doit inaugurer un projet d'essai dans quatre ministères afin d'éprouver et de consolider ses propositions avant que d'autres ministères ne reçoivent une délégation d'autorité plus tard dans l'année.

Comme l'indiquait le rapport annuel de la Commission pour l'année 1964, le programme de révision de la classification entrepris durant les derniers mois de cette année-là est un autre signe des formes profondes qui se font présenterment ou qui se feront dans la fonction publique. À noter, sur ce point, que le programme de révision de la classification s'applique sans exception aux 140,000 fonctionnaires du Service civil, aux 45,000 employés rémunérés aux taux régents, aux officiers et équipages de navires, ainsi qu'aux autres employés soustraits au régime de la Loi sur le service civil.

Le programme de révision de la classification

CLASSIFICATION ET TRAITEMENTS

Tous les ministères et les associations de fonctionnaires ont reçu un livret intitulé « Guide—Système des appels dans la fonction publique » rédigé à l'intention des appelants, des ministères et des membres des comités d'appel.

Au cours de l'année, la Division des appels s'est efforcée de réduire le temps requis pour l'audition des appels. Il est maintenant possible de régler l'appel quelques jours après sa présentation, lors que le comité et l'appelant conviennent que tous les faits pertinents ont été soumis au comité d'appel lors d'une enquête préliminaire. Si l'on ne s'accorde pas sur ce point toutefois, une autre séance du comité a lieu après le délai prescrit.

Le nombre des appels retirés avant d'avoir été entendus a augmenté cette année. La plupart des appels retirés l'ont été après que les appelants eurent reçu copie des réponses faites par le sous-ministre à leurs allégations. Ceci semble indiquer que bon nombre d'appels n'auraient peut-être pas été interjetés si leurs auteurs avaient été mieux renseignés à l'époque où on leur a communiqué les résultats du concours qui les concernait.

Nous prévoyons être déchargés de toute responsabilité en ce qui a trait aux traitements lorsqu'il incombera aux ministères d'administrer les régimes mo-

En octobre, le Bureau a absorbé l'ancienne Direction de la classification et il a assumé la responsabilité de l'administration du régime de classification actuel, en attendant que celui-ci soit entièrement remplacé par le nouveau régime. Le Bureau a aussi entrepris de perfectionner une nouvelle méthode pour la classification et l'administration des traitements d'environ 1,500 chercheurs scientifiques dans le domaine des sciences biologiques et physiques. Selon cette nouvelle méthode, la hausse du traitement d'un employé dépendra entièrement de l'étendue de sa productivité et de son apport personnel aux sciences. Dans l'élaboration de ce nouveau programme, on a créé un groupe spécial de la planification qui réunit des agents du Secrétariat des sciences du Conseil privé, du Conseil du trésor et du Bureau de révision de la classification.

Vers la fin de l'année, on a commencé l'étude de la Catégorie de la direction et on se propose de retenir les services d'administrateurs-conseils pour ce travail. Cette catégorie servira d'élément de base à l'administration du personnel de la haute fonction publique.

Durant sa première année complète d'opérations, le Bureau de révision de la classification a achevé d'établir des normes de classification pour les six groupes d'occupations inclus dans la Catégorie de soutien administratif; ces groupes incluent les secrétaires, les sténographes et les dactylographes; les commis aux écritures et aux règlements; les téléphonistes, les mécanographes, les préposés au traitement des données et enfin les préposés aux communications. Vers la fin de l'année, les 60,000 emplois inclus dans ces groupes avaient été appréciés et on s'apprêtait à les convertir au nouveau régime au début de 1966.

Total.....	1,036	201	1,037	170	994	107
Promotions.....	793	158	835	146	810	94
Hausses de traitements refusées.....	50	14	33	3	25	0
Suspensions.....	24	9	29	9	25	3
Réductions de classe.....	17	3	44	5	46	3
Renvois.....	152	17	96	7	88	7
entendus admis	1963	entendus admis	1964	entendus admis	1965	

et de direction. D'ici quelques années, la

bonne connaissance des deux langues officielles comme critère de sélection dans le cas des nominations et des promotions à des postes dans la région de la capitale nationale et dans d'autres centres où le public à desservir représente une assez bonne proportion des deux éléments culturels du pays. Dans ces cas-là, une bonne connaissance du français et de l'an-

glais est considérée comme un avantage supplémentaire pour le candidat et des points supplémentaires sont accordés à ceux qui possèdent une langue seconde. La Commission est à élaborer les normes des tests qui serviront à établir le niveau de compétence de tous les candidats. A compter de l'an prochain, la connaissance des deux langues, ou le consentement à prendre les mesures nécessaires pour acquérir cette connaissance dans un délai prescrit, sera essentielle à la nomination de candidats dans des postes situés là où le public desservi représente suffisamment les deux éléments culturels du Canada.

Par suite des lignes de conduite décrites ci-dessus, nous continuerons à accroître le programme de nos écoles des langues. Au début de 1965, nous avions une seule école qui donnait des cours à 108 élèves. A la fin de la même année, cinq centres d'enseignement dans la région de la capitale nationale comptaient quelque 2,100 élèves inscrits à divers cours de langues. Malgré cette expansion rapide, 1,300 personnes de la région de la capitale nationale n'ont pu suivre les cours. Il n'y a pas d'école de langues non plus dans d'autres régions où se font sentir des besoins d'enseignement des langues. Nous nous proposons aussi d'affiner nos techniques de formation et de perfectionner des cours sommatres comprenant des vocabulaires techniques et diverses occupations spécialisées à la fonction publique.

Les appels

Le tableau suivant compare le nombre des appels entendus et admis durant les trois dernières années.

versité récemment recrutés. Nous avons également commencé à parfaire nos lignes de conduite et nos méthodes en ce qui a trait au bilinguisme requis dans les emplois d'administration

normale pour tous les diplômés d'université récemment recrutés. Les candidats heureux qui ne seront pas bilingues suivront des cours d'anglais ou de français qui feront partie de la formation de base normale pour tous les diplômés d'université recrutés pour des postes d'administrateurs stagiaires. C'est ce qui s'est fait en 1965 dans le cas des candidats à des postes du service extérieur et la coutume sera maintenue. Les candidats qui feront partie de la formation de base normale pour tous les diplômés d'université récemment recrutés. Nous avons également commencé à parfaire nos lignes de conduite et nos méthodes en ce qui a trait au bilinguisme requis dans les emplois d'administration

Durant l'année, nous admettrons une bonne connaissance des deux langues officielles comme critère de sélection dans le cas des nominations et des promotions à des postes dans la région de la capitale nationale et dans d'autres centres où le public à desservir représente une assez bonne proportion des deux éléments culturels du pays. Dans ces cas-là, une bonne connaissance du français et de l'anglais est considérée comme un avantage supplémentaire pour le candidat et des points supplémentaires sont accordés à ceux qui possèdent une langue seconde. La Commission est à élaborer les normes des tests qui serviront à établir le niveau de compétence de tous les candidats. A compter de l'an prochain, la connaissance des deux langues, ou le consentement à prendre les mesures nécessaires pour acquérir cette connaissance dans un délai prescrit, sera essentielle à la nomination de candidats dans des postes situés là où le public desservi représente suffisamment les deux éléments culturels du Canada.

Que représentent tous ces changements pour la Commission du service civil et pour la fonction publique? Ils signifient que nous serons en mesure de répondre

Un autre genre de stage a été inauguré qui durera toute l'année. A l'Université de Waterloo, il existe un programme selon lequel les trimestres d'étude et de travail alternent pendant cinq ans. L'année dernière, des étudiants spécialisés en mathématiques et, plus particulièrement, en programmation des ordinateurs, ont passé leur trimestre de travail à la fonction publique.

Le programme d'été de 1964, qui réunissait 12 étudiants, a si bien réussi qu'en 1965, 58 autres jeunes ont participé au stage d'été dans neuf ministères. Cinq universités de langue anglaise et quatre de langue française ont participé au programme.

Comme exemple signalé des efforts que nous avons faits pour attirer des jeunes à la fonction publique, citons le programme de recrutement des diplômés universitaires. Outre nos campagnes ordinaires de recrutement des diplômés, nous avons élaboré des stages d'été dans divers secteurs qui accusent une disette de personnel. Le but de ces stages est d'amener des étudiants à se familiariser avec les rouages de la fonction publique, dans l'espoir qu'ils y reviendront une fois leurs études complétées.

Dans les cours de formation administrative donnés chaque année, on continue à accorder beaucoup d'importance aux concepts et aux pratiques de la gestion. Le cours élémentaire de deux semaines fut donné trois fois à des agents stagiaires représentant un total de 60 personnes. Huit séances du cours intermédiaire ont été suivies par 200 fonctionnaires. On se propose d'inclure dans le cours de 17 semaines en résidence offert aux hauts fonctionnaires, des visites en Colombie-Britannique, dans les provinces de l'Ontario, le Québec et les Maritimes.

Le bilinguisme

Nous nous sommes intéressés particulièrement au recrutement dans les universités de langue française afin d'accroître le nombre des diplômés d'expression française qui entrent au service de l'État. Un programme de stages d'été, inauguré en 1964, s'est poursuivi en 1965 à l'intention des étudiants des universités de langue française, ces étudiants étant choisis de concert avec les universités intéressées. Quarante-six stagiaires ont été employés en vertu du programme d'été en 1965 et un grand nombre d'entre eux accepteront probablement un emploi permanent à la fonction publique en 1966. Nous projetons, au cours de la prochaine année, d'augmenter ce programme de recrutement ainsi que d'autres de même nature.

La Loi nous confie certaines responsabilités bien précises qui se rattachent au bilinguisme dans la fonction publique. C'est pourquoi des mesures importantes ont été prises à cet égard en 1965, certaines autres ont été mises au point et d'autres enfin sont encore à l'état de projet.

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La Direction des cadres, grâce à son orientation généralisée, sera mieux placée pour utiliser les ressources en personnel de la fonction publique afin de répondre aux besoins des ministères et elle pourra encourager le roulement et la formation des employés dans toute la fonction publique. Les fonctionnaires auront donc de meilleures occasions de se perfectionner et d'avancer dans leur carrière et la fonction publique aussi profitera davantage de leur expérience. Enfin, nous croyons que ce nouveau mode de pourvoir aux besoins en personnel mènera à une meilleure entente et créera une collaboration plus étroite entre nos agents et ceux des ministères, la fonction publique n'en devenant que plus efficace et plus vigoureuse.

- utilisation aussi efficace que possible des ressources de main-d'œuvre,
- meilleur attrait de la fonction publique auprès des personnes les plus compétentes et leur rétention
- connaissance des changements technologiques et sociologiques qui se produisent dans la fonction publique.

Le nouveau Service de la formation et du perfectionnement devra englober tous les cours de théorie et de pratiques administratives, les cours de français et d'anglais de même que tous les cours visant le développement d'aptitudes diverses. Ce Service et ses experts seront à la disposition des agents de la Direction des cadres et des administrateurs du personnel auprès des ministères.

La formation du personnel a pris de l'essor au cours de l'année écoulée. À la suite des commentaires faits par la Commission royale d'enquête sur l'organisation du gouvernement au sujet des faiblesses notées dans l'administration du personnel de la fonction publique, on a donné un cours de neuf mois destiné aux administrateurs du personnel. On a aussi donné plusieurs cours à ces agents spécialisés dans la classification et les traitements. Un certain nombre de cours du même genre, mais moins longs, sont projetés pour 1966.

En plus, le Service de la formation et du perfectionnement a complété la seconde année d'un cours en administration financière, cours d'un genre inusité. En 1964, le cours a temps partiel réparti sur cinq ans et approuvé par la Société des comptables en prix de revient industriels fut condensé en un cours unique de deux ans, cours à plein temps donné par l'Université Carleton aux fonctionnaires de par tout le Canada. Ce cours fut organisé à la suite d'une forte demande d'administrateurs financiers compétents, demande à laquelle on ne pouvait satisfaire par recrutement à cause de la grande rareté de personnel expérimenté dans ce domaine.

personnel et Gestion des finances forment des unités à part à cause de la situation actuelle dans la fonction publique, où se fait sentir un besoin de compétence plus marquée dans l'administration du personnel et des finances. Cette répartition n'est pas rigide toutefois et peut être remaniée de façon à s'adapter aux changements dans les besoins du personnel.

La Catégorie scientifique et professionnelle a, elle aussi, été divisée en trois programmes afin de pourvoir aux besoins en personnel: les groupes des sciences sociales et économiques composent un programme, les sciences biologiques et physiques en composent un autre, et le troisième, enfin, comprend les groupes d'occupations qui ont trait aux sciences appliquées et particulièrement à l'architecture et au génie. Ces programmes incluent également les groupes de soutien rattachés aux occupations d'ordre technique.

Les groupes de soutien administratif, de l'exploitation (service et entretien) et d'occupations techniques ont tous été confinés à un directeur de programme unique parce que la plupart des employés appartenant à ces groupes sont recrutés dans la région où ils travaillent. Ce directeur de programme s'occupe donc de recruter, d'analyser et de disséminer les renseignements relatifs à ces occupations; ici le travail quotidien de pourvoir aux besoins en personnel est exécuté soit par nos bureaux régionaux, par ceux des ministères ou par le Service national de placement.

Un nouveau Service de recherche et de planification prête maintenant son aide aux directeurs des programmes. Ce travail de recherche et de planification dans son aspect de coordination constitue pour la Commission du service civil une nouvelle forme d'activité. On est présente-ment à développer des moyens d'appliquer les résultats des recherches sur le comportement humain à la gestion du personnel. Cette application des données recueillies par la recherche vise trois objectifs:

d'autorité en fait de gestion du personnel, en le tenant responsable des résultats obtenus. Il fallait donc prendre les décisions et les mesures aussi près que possible du centre où le besoin s'en faisait sentir.

Tous ces facteurs ont amené la Commission à aborder d'une façon différente les besoins en personnel de la fonction publique. La nouvelle conception—ébauchée dans notre rapport annuel de 1964—fut mise en pratique le 1^{er} octobre 1965. A cette date, une réorganisation importante a été effectuée: une nouvelle Direction des cadres fut formée afin d'assurer une administration unifiée et une coordination efficace du recrutement, de la sélection, des nominations, des mutations, de la formation et du perfectionnement et des carrières de tous les fonctionnaires de l'Etat.

En tenant compte du principe que tout administrateur doit avoir la latitude voulue pour administrer, nous avons délégué notre autorité en fait de besoins en personnel, sauf en ce qui concerne les hauts fonctionnaires, à notre nouveau Directeur général des cadres, M. G. A. Blackburn. Ce dernier, à son tour, a délégué cette autorité aux fonctionnaires de la Commission, tant au bureau chef qu'aux bureaux régionaux. Il déléguera aussi son autorité aux fonctionnaires des ministères lorsque des services spécialisés en administration du personnel auront été mis sur pied dans ces ministères.

Aux termes de ce mode de délégation et de décentralisation de l'autorité, la majeure partie du travail quotidien sera confiée au personnel de nos bureaux régionaux, aux fonctionnaires des ministères à Ottawa et à l'extérieur, et au Service national de placement. Notre personnel à Ottawa sera alors en mesure de concentrer sur le perfectionnement des normes et l'élaboration de modèles. Il pourra aussi raffiner ses programmes pour répondre aux besoins en personnel en se basant sur un relevé des ressources humaines tant à l'intérieur qu'à l'extérieur de la fonction publique.

Ces changements exigeront beaucoup de collaboration et de compréhension. Il faudra aussi adopter des techniques qui permettront de revoir ou de vérifier les mesures prises par ceux auxquels la Commission aura délégué son autorité, afin que les objets de l'administration puissent être réalisés sans déroger au principe du mérite.

Comme nous sommes d'avis que la décentralisation ne sera efficace que s'il existe un centre de renseignements des effectifs pour chaque genre d'occupation dans la fonction publique, la Direction des cadres a été répartie en services qui seront responsables de divers groupes d'occupations étroitement liées entre elles et définies aux termes du nouveau régime de classification établi pour l'ensemble de la fonction publique. Ceci s'éloigne radicalement de l'ancien usage selon lequel les services de besoins en personnel étaient généralement organisés de manière à répondre aux besoins de chaque ministère et à contrôler ces besoins. Depuis quelques mois déjà, cette responsabilité incombe aux ministères, ce qui n'est que logique.

Huit services ou programmes de la Direction des cadres répondent présentement aux besoins en personnel des divers secteurs d'occupations de la fonction publique. Nous, les Commissaires, demeurons responsables de la direction d'un programme de nomination des hauts fonctionnaires, avec l'aide du Comité consultatif des nominations aux postes supérieurs. Le Directeur général associé de la Direction des cadres, M. J.-M. Garneau, agit à titre de secrétaire exécutif auprès de ce comité consultatif, qui se compose de douze sous-ministres, y compris les trois commissaires, le greffier du Conseil privé et le secrétaire du Conseil du Trésor.

Aux fins des besoins en personnel, les dix groupes d'occupations de la Catégorie administrative ont été répartis en trois groupes ou programmes: administration générale, gestion du personnel et gestion des finances. Les groupes Gestion du

personnel. M. Cloutier, fonctionnaire de l'Etat depuis 1953, fut directeur du service d'administration d'un ministère pendant trois ans et, plus récemment, a agi à titre de Secrétaire associé auprès du Comité préparatoire des négociations collectives dans la fonction publique. M. Carson fut Vice-président en charge des relations industrielles de la *British Columbia Electric* et, plus tard, directeur des services de personnel pour la *British Columbia Hydro & Power Authority*. En 1961, il dirigeait le programme de gestion du personnel entrepris par la Commission royale d'enquête sur l'organisation du gouvernement.

POURVOIR AUX BESOINS EN PERSONNEL

Une nouvelle conception

Lors de la publication du rapport du Comité préparatoire des négociations collectives en juillet 1965, la Commission du service civil avait déjà subi une suite de changements qui modifiaient son rôle d'agence centrale du personnel de la fonction publique. Ces changements proviennent de l'étude faite par la Commission elle-même en 1958, étude qui portait sur l'administration du personnel de la fonction publique, et dont le rapport mena à la révision de la Loi sur le service civil en 1961. Les recommandations de la Commission royale d'enquête sur l'organisation du gouvernement ont par la suite inspiré d'autres changements. Il était surtout devenu évident que les services offerts aux ministères par la Commission n'étaient ni aussi rapides ni aussi efficaces qu'ils auraient dû l'être. Cette difficulté ne serait surmontée que si l'on accordait au personnel de direction au sein de la fonction publique plus

L'année 1965 a représenté une période de transition et d'adaptation pour la Commission du service civil. Nous avons donné à nos opérations une nouvelle orientation en prévision des changements législatifs qui vont permettre au gouvernement d'appliquer les recommandations les plus marquantes de la Commission royale d'enquête sur l'organisation du gouvernement en fait de gestion du personnel, et d'introduire un régime de négociations collectives dans la fonction publique.

Le changement qui produira probablement l'effet le plus profond sur l'efficacité administrative au sein de la fonction publique découle de la réorganisation des moyens employés par la Commission pour répondre aux besoins en personnel. Le principe sur lequel repose cette réorganisation provient de notre conviction que toutes les décisions et toutes les mesures administratives prises doivent être aussi près que possible du centre administratif où s'en fait sentir le besoin. En conséquence de ce principe, bon nombre de pouvoirs relatifs aux besoins en personnel sont en voie de délégation à des fonctionnaires de la Commission et des ministères.

L'année écoulée a également été témoin de la nomination de deux nouveaux commissaires à la fonction publique. En avril, M. Jean Boucher devenait Directeur du Conseil des arts et il était remplacé auprès de la Commission par M. Sylvain Cloutier. Au mois de septembre, M. R. G. MacNeill, président de la Commission depuis le début de 1963, était nommé consul général du Canada à la Nouvelle-Orléans et M. John Carson assumait la présidence de la Commission. Ces deux nouveaux commissaires ne sont pas étrangers à la fonction publique et au domaine de l'administration du

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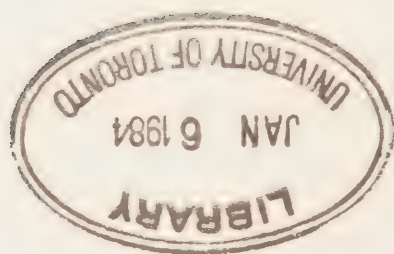
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Commission du service civil
du Canada



CANADA

Rapport annuel des commissaires
1965



Commission du service civil
du Canada

Rapport annuel 1965



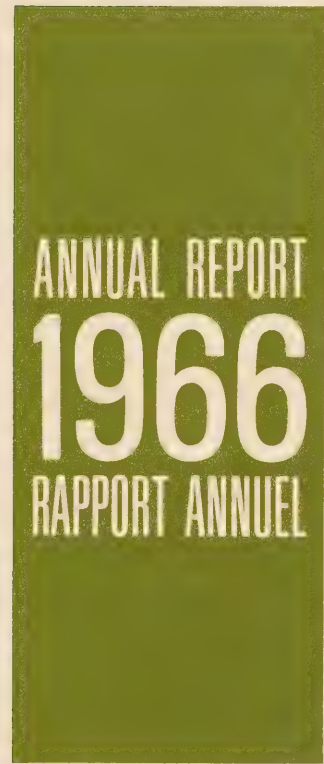
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Civil Service Commission of Canada
Commission du service civil du Canada



Annual Report of the Commissioners
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THE DEVELOPMENT OF NEW LEGISLATION

Throughout 1966 we were closely involved in the preparation of new legislation to replace the present Civil Service Act. As early as 1962, we began a study of our operations and the statute which governed them in the light of pertinent recommendations of the Royal Commission on Government Organization. Later, the report of the Preparatory Committee on Collective Bargaining in the Public Service added a new dimension to our study and in the first weeks of 1966 we brought to the attention of the Government the need for substantial changes in the Civil Service Act.

During our study, we consulted frequently with employee associations and departmental officers. We take this opportunity to express our gratitude to all those persons who advised and assisted us in our review.

From our study, we concluded that new legislation was required and that it should serve three major objectives. Bill C-181, the proposed Public Service Employment Act, was developed with these considerations in mind.

The first objective was the re-affirmation of the merit principle as embodied in previous Civil Service legislation, and its extension to certain groups of employees who had remained exempt from the provisions of the Civil Service Act of 1961. The proven philosophy of appointment and promotion on the basis of merit is the core of Bill C-181. The security of this policy is again assured by the explicitly stated authority of the Commission for all appointments to as well as from within the Public Service.

The second objective was to provide the Public Service of Canada with the kind of effective and efficient staffing agency that

was described in our report to Parliament for the year 1965. To this end, the Bill provides for discretion on the part of the Commission to adapt its methods and procedures in order that it might respond quickly and intelligently to changing demands and circumstances. In this respect, the provision under which the Commission may delegate any of its powers, except in relation to appeals, is particularly significant.

The third major objective was to accommodate the establishment of a collective bargaining system in the Public Service. Bill C-181 relieves the Commission of its responsibilities in matters of pay, classification and conditions of employment, as it is only proper for these to be assigned to the agency who must represent the employer's interests at the bargaining table. However, it was considered essential to the preservation of the Commission's independence on the one hand and the preservation of the merit principle on the other, that none of the Commission's powers and duties be involved in the bargaining process.

We were pleased to be of assistance to the Special Joint Committee of the Senate and House of Commons on Employee-Employer Relations in the Public Service inquiring into and reporting on Bill C-181, the proposed Public Service Employment Act; Bill C-182, an amendment to the Financial Administration Act; and Bill C-170, the proposed Public Service Staff Relations Act. The Special Committee, which sought and obtained views of the Commission on all major issues in Bill C-181, proposed in its report a number of amendments to the Bill. We are pleased to report that we are in agreement with all of these amendments.

ÉLABORATION D'UNE LÉGISLATION NOUVELLE

Tout au long de 1966, nous avons participé étroitement à l'élaboration d'une législation nouvelle pour remplacer la Loi actuelle sur le service civil. Dès 1962, nous avions entamé une étude de nos divers champs d'action et de la loi qui les régissait, à la lumière des recommandations de la Commission royale d'enquête sur l'organisation du gouvernement.

Plus tard, le rapport du Comité préparatoire des négociations collectives dans la Fonction publique venait ajouter une dimension nouvelle à notre étude, et au début de 1966, nous avons porté à l'attention du gouvernement le besoin de modifier complètement la Loi sur le service civil.

Au cours de notre étude, nous avons consulté fréquemment les associations d'employés et les fonctionnaires des ministères. Nous profitons de l'occasion pour exprimer notre gratitude à tous ceux qui nous ont prodigué aide et conseils.

Notre étude a conclu à une législation nouvelle visant trois grands objectifs. Le bill C-181, le projet de loi sur l'emploi dans la Fonction publique, a été élaboré dans cette optique.

Le premier objectif voulait réaffirmer le principe du mérite formulé dans la législation antérieure et l'étendre aux groupes d'employés encore soustraits aux dispositions de la Loi de 1961 sur le service civil. Le principe de la nomination et de la promotion au mérite constitue l'essence du bill C-181. Ce principe est de nouveau consacré par l'autorité explicitement confiée à la Commission relative à toutes les nominations à la Fonction publique.

Le deuxième objectif de la nouvelle loi se proposait d'assurer à la Fonction publique du Canada un service d'encadrement efficace et dynamique, tel que décrit dans

notre rapport au Parlement pour l'année 1965. A cette fin, le bill donne à la Commission le pouvoir d'adapter ses méthodes et procédures à discrétion, de façon à pouvoir réagir rapidement et logiquement à des situations nouvelles. A ce sujet, la disposition qui permet à la Commission de déléguer n'importe lequel de ses pouvoirs, sauf en ce qui a trait aux appels, revêt une importance particulière.

Le troisième objectif principal visait la mise en place d'un régime de négociation collective dans la Fonction publique. Le bill C-181 dégage la Commission de ses responsabilités en matière de rémunération, de classification et de conditions d'emploi; en effet, la logique demande que ces responsabilités soient confiées à l'organisme qui doit représenter les intérêts de l'employeur à la table des négociations. On a considéré qu'il était essentiel, pour préserver l'indépendance de la Commission et le principe du mérite, de ne pas mêler les pouvoirs et fonctions de la Commission au processus des négociations.

Il nous a fait plaisir d'aider le comité spécial mixte du Sénat et de la Chambre des communes sur les relations entre employeurs et employés dans la Fonction publique, chargé d'examiner les mesures suivantes et d'en faire rapport: le bill C-181, projet de Loi sur l'emploi dans la Fonction publique, le bill C-182 visant la modification de la Loi sur l'administration financière, et le bill C-170, projet de loi sur les relations de travail dans la Fonction publique. Le comité spécial, qui a consulté la Commission sur tous les points importants du bill C-181, a proposé un certain nombre d'amendements au projet de loi et nous sommes heureux de signaler ici notre accord avec ces amendements.

THE STAFFING OF THE SERVICE

The year 1966 was the first full year of operation under the new scheme of staffing that was described in our last annual report. Basically, this scheme has two parts. First, there is the grouping of recruitment, selection, placement and training activities on an occupational basis. Secondly, there is the greater decentralization of operations and the delegation of our staffing authority, wherever this is practical.

Decentralization of operations was carried out along occupational lines. The responsibility for staffing the Administrative Support and Operational Categories was transferred to the Commission's regional offices and the results of this administrative arrangement were most encouraging. The period of time between the receipt of a request by a department to fill a position or a group of positions and the actual appointment of candidates was greatly reduced.

Considerable advances were made in the preparatory work leading to the greater delegation of staffing authority to departments. We envisage that departments would, for certain occupations, assume the responsibility for initial appointments as well as promotions. The resources of the various staffing programs in the Commission were marshalled and organized to develop standards of selection for the various occupational groups. These standards will be used by departmental officers when making appointments under delegated authority from the Commission.

One of the essential prerequisites to increased delegation of authority to departments is the capacity of departments to assume and discharge the consequent responsibility. This capacity was increased during the year and we expect that it will continue to grow as departments continue to acquire the human, financial and material resources that are needed.

We met with difficulty in recruiting personnel in several major occupational areas. There was a scarcity of qualified

persons interested in personnel work and in management analysis functions. Qualified economists, lawyers, and social workers were equally scarce. Competition from other employers for the services of graduates in the biological and physical sciences was quite strong. We were also faced with a continuing shortage of engineers, architects, and various types of technicians. To resolve some of these difficulties our staffing officers used the continuing competition as a recruitment and selection device. This measure was successful and it was particularly useful where departments had a reasonably steady demand for certain occupational skills for which the outside market is small. A continuing competition generally involves the placing of notices in newspapers and in appropriate trade and professional journals inviting the readers to apply for consideration at any time for vacancies that we expect will occur. As they apply, their qualifications are assessed and those of them who seem to be potential employees are put in an inventory which is a record of potential candidates. As a vacancy occurs, a staffing officer first considers whether it can and should be filled by appointment from within the service. If this is not feasible, he reviews his candidate inventory. Except in occupations where the supply of potential staff is quite small, he is usually able to make an appointment from the applicants whose name appears on the inventory.

The continuing competition was the most significant single factor that contributed to our success in meeting very nearly all of the requirements for legal officers. It also enabled us to increase our intake of economists and statisticians by 40 per cent over our intake in 1965. The continuing competition is also an efficient process. It was used extensively in recruiting financial administrators and since the beginning of 1966 the average time between the receipt of a requisition for appointment and the filling of the position was reduced from 18

POURVOIR AUX BESOINS EN PERSONNEL

1966 fut la première année complète d'exploitation en vertu du nouveau programme d'encadrement décrit dans notre dernier rapport annuel. Ce programme se divise en deux parties: une vise le groupement des fonctions de recrutement, de sélection, de placement et de formation d'après les occupations; l'autre, une plus forte décentralisation de l'exploitation et la délégation de notre autorité en matière de personnel, chaque fois que cette ligne de conduite est justifiée.

La décentralisation de l'exploitation s'est faite en fonction des occupations. Le transfert de la responsabilité de pourvoir aux cadres de la Catégorie du soutien administratif et de la Catégorie de l'exploitation aux bureaux régionaux de la Commission a donné des résultats très encourageants. Les délais entre l'avis des ministères de leurs besoins en personnel et les nominations ont été réduits de beaucoup.

Des progrès considérables ont été réalisés dans les études préparatoires visant une plus forte indépendance des ministères en matière de personnel. Nous prévoyons que pour certaines occupations, les ministères pourraient assumer la responsabilité des nominations initiales en plus des promotions. Les divers services d'encadrement de la Commission se sont mis à l'oeuvre en vue d'élaborer les normes de sélection touchant les divers groupes d'occupations.

L'un des préalables essentiels à une délégation accrue d'autorité aux ministères réside en leur capacité d'assumer les responsabilités qui en découlent. Cette capacité s'est accrue au cours de l'année et elle continuera de croître à mesure que les ministères pourront se doter des ressources requises.

Nous avons éprouvé de la difficulté à recruter du personnel dans plusieurs grands secteurs. Il y a eu pénurie de personnes qualifiées dans les domaines du personnel et des fonctions d'analyse de la gestion. Les économistes, avocats et travailleurs sociaux qualifiés étaient rares également. Les autres employeurs ont livré une vive concurrence pour les services de diplômés

en sciences biologiques et physiques. Nous avons également pu constater les ressources limitées en ingénieurs, architectes et autres techniciens. Pour contourner certaines de ces difficultés, nos recruteurs ont fait appel au concours continu comme moyen de recrutement et de sélection. Cette mesure a été fructueuse et s'est révélée particulièrement utile dans le cas de ministères qui manifestaient des besoins constants de certaines compétences moins en demande sur le marché extérieur. Pour organiser un concours continu, il suffit ordinairement de faire paraître des annonces dans les journaux et les revues professionnelles, invitant le lecteur à poser sa candidature à des vacances éventuelles. A mesure que les inscriptions sont reçues, les titres de compétence des candidats sont examinés et ceux qui semblent avoir les qualifications requises voient leur nom porté à une liste de candidats possibles. Quand une vacance se produit, l'agent du personnel vérifie d'abord s'il est possible de la combler de l'intérieur de la Fonction publique. Sinon, il consulte la liste des candidats. Sauf dans le cas d'occupations où le nombre de candidats est très limité, il peut ordinairement effectuer une nomination de cette façon.

Le concours continu a été la méthode qui nous a le plus aidé à pourvoir à presque tous les postes d'avocats. Il nous a aussi permis d'augmenter de 40 p. 100 notre recrutement d'économistes et de statisticiens par rapport à 1965. Le concours continu, procédé efficace, a énormément aidé au recrutement d'administrateurs financiers; depuis le début de 1966, le délai moyen entre la réception d'une requête et la nomination qui y donne suite a été réduit de 18 à 4 semaines. Nos bureaux régionaux ont également utilisé avec succès cette technique de recrutement; très souvent, des candidats ont été examinés, sélectionnés et nommés dans l'espace de quelques jours.

La Commission s'intéresse d'une façon particulière au développement des talents déjà au service de la Fonction publique. Nous pensons que le plus grand intérêt de

to 4 weeks. Our regional offices also used this staffing technique successfully and quite often candidates were examined, selected and placed within a few days.

The seeking out and development of talent within the service is a major concern of the Commission. We believe that the interests of the nation will best be served by a career service in which human potential is constantly being identified and developed. Consequently, we have placed much emphasis on the systematic appraisal of employees and their development in specific occupational areas as well as in administrative and executive functions. These appraisals either covered all levels of an occupational group such as personnel administration or particular levels of a group. They also covered a particular series of appointments such as those of engineering personnel in the Department of Public Works.

There is no doubt that without the appraisal process and the appointments which resulted from it, the needs of departments particularly for such administrative manpower as personnel administrators would not have been met, even with the best of outside labour market conditions.

While the appraisal system has helped us in staffing the service, it has also helped us to determine our needs for training which will alleviate the shortage of highly qualified personnel in some fields and assist in the career development of public servants at all levels.

University Recruitment

Effective recruitment at the entrance level of the various occupations is essential in a career service and the Commission has continued to expend resources and energy in this direction.

Universities are the service's most important single source of recruits, and this year we have greatly increased our intake of new graduates in the administrative, scientific and professional occupations.

One of the main avenues for graduating students to start a career in the Public Service is a junior executive officer and the foreign service officer recruitment program. We have improved this program considerably by developing closer ties with university officials. We have made improvements in our information and publicity campaign and we endeavoured to bring the needs of the service to university faculty members in such a way that would enable them to communicate these to their students. The results were most satisfactory and we were able to meet 83 per cent of the requirements for junior executive and foreign service officers.

The summer internship program for university students that was established a few years ago also proved successful. Under this program, selected university students are employed in the Public Service for the summer months and given special assignments and training. The program contributed greatly to our recruitment as shown in the accompanying table.

JUNIOR EXECUTIVE OFFICER

Candidates

	Applied			Interviewed		
	English Language	French Language	Total	English Language	French Language	Total
1965-1966	1925	180	2105	975	86	1061
1966-1967	2617	355	2970	1271	259	1530
Percentage Increase	36%	97%	41%	30%	200%	44%

la nation exige une fonction publique où l'on a le souci constant de connaître et de perfectionner le potentiel humain. Par conséquent, nous avons insisté sur l'appréciation systématique des employés et sur leur perfectionnement dans des secteurs particuliers d'occupations, sans oublier les fonctions d'administration et de direction. Ces appréciations ont couvert tous les niveaux d'un groupe d'occupations, comme la gestion du personnel, ou encore certains niveaux particuliers à l'intérieur de ce groupe. Elles ont aussi touché une série particulière de nominations, comme celle du personnel technique au ministère des Travaux publics.

Il ne fait aucun doute que sans ces appréciations et les nominations qu'elles ont permises, les besoins des ministères en matière de main-d'oeuvre administrative, dans le secteur du personnel par exemple, n'auraient pas été satisfaits, même dans des conditions idéales en ce qui a trait au marché extérieur du travail.

Le régime des appréciations nous a aidés à fournir à la Fonction publique le personnel nécessaire; il nous a aussi permis de découvrir dans quels secteurs il nous faut des programmes de formation de façon à alléger la pénurie de personnel qualifié et contribuer aussi au développement de la carrière des fonctionnaires à tous les niveaux.

Recrutement universitaire

Un recrutement efficace au niveau des débutants dans les diverses occupations est essentiel à une Fonction publique con-

que comme carrière et la Commission a continué à y consacrer les ressources et énergies qu'il mérite.

Les universités sont les principales sources de recrutement de la Fonction publique et cette année, nous avons augmenté fortement notre recrutement de nouveaux diplômés dans les secteurs administratifs, scientifiques et professionnels.

Le programme de recrutement d'administrateurs stagiaires et d'agents du service extérieur constitue la principale porte d'entrée pour le jeune diplômé qui veut faire carrière dans la Fonction publique. Nous avons considérablement amélioré ce programme en nouant des relations plus étroites avec les dirigeants des universités. Nous avons accru notre campagne d'information et de publicité et nous nous sommes efforcés de faire mieux connaître les besoins de la Fonction publique aux professeurs d'université, de façon qu'ils puissent, à leur tour, les exposer à leurs étudiants. Les résultats ont été très satisfaisants et nous avons pu recruter 83 p. 100 de tous les administrateurs stagiaires et agents du service extérieur dont nous avions besoin.

Le programme d'internat d'été pour étudiants d'université, établi voici quelques années, a aussi été un succès. En vertu de ce programme, des étudiants d'université sont employés dans la Fonction publique pendant l'été pour assumer des tâches spéciales et suivre des cours de formation. Le programme a beaucoup contribué à notre recrutement, dont les résultats sont donnés au tableau qui suit.

ADMINISTRATEUR STAGIAIRE

Candidats

	Inscriptions			Entrevues		
	Langue anglaise	Langue française	Total	Langue anglaise	Langue française	Total
1965-1966.....	1925	180	2105	975	85	1061
1966-1967.....	2617	355	2970	1271	259	1530
Pourcentage d'augmentation.....	36%	97%	41%	30%	200%	44%

FOREIGN SERVICE OFFICER

Candidates

	Applied			Interviewed		
	English Language	French Language	Total	English Language	French Language	Total
1965-1966.....	697	90	787	434	53	487
1966-1967.....	968	201	1169	577	167	764
Percentage Increase.....	40%	123%	49%	33%	215%	59%

To remain aware of the trends in university enrolment and patterns of specialization, we appointed a number of educational liaison officers in our regional offices to work with the Commission's Chief Educational Officer in Ottawa. These officers will keep in touch with officials of secondary schools, technological institutes and universities and will be able to make these institutions aware of the changing needs of the various occupations in the Public Service. They will also act as recruitment officers.

Staffing the Higher Levels of the Service

Making appointments to the senior positions in the Public Service is a most serious aspect of the Commission's responsibility and it receives our personal attention.

At the beginning of the year, we concluded that there was a need to re-examine the processes and systems involved in staffing the higher levels of the Service with a view to the development of the Executive Category, one of the six new occupational categories in the classification system. We therefore arranged for a study to be made which would recommend systems and procedures for the identification and development of outstanding executive talent within the service.

Training

Consistent with the growing emphasis on managerial development, the Training and Development Service of the Commission continued to offer courses in government administration at three levels: senior, middle and introductory. All of these courses were oversubscribed, the demand outstripping the resources, particularly in middle management, where only 200 of 600 applicants could be accommodated at the in-residence training sessions conducted for some 36 departments and agencies. One of the three-week sessions was given in French, and another was given in both English and French, the lecturers and participants using either language. Because of the demand in this area, we laid plans for an upper middle-management course to be sponsored jointly by the Commission and universities.

Once again the senior officers course was held with 24 in attendance. One of the objectives of the course — to promote better understanding of federal-provincial relationships — was achieved through attendance on the course of two provincial civil servants and through visits to the principal regions of Canada, where socio-economic conditions were studied in depth.

Twenty-nine departments and agencies sent 127 officers to the introductory management course. Five sessions, each two-weeks long, were held in residence.

AGENT DU SERVICE EXTÉRIEUR

Candidats

	Inscriptions			Entrevues		
	Langue anglaise	Langue française	Total	Langue anglaise	Langue française	Total
1965-1966.....	697	90	787	434	53	487
1966-1967.....	968	201	1169	577	167	764
Pourcentage d'augmentation.....	40%	123%	49%	33%	215%	59%

Pour demeurer au courant des tendances dans les inscriptions aux universités et dans la répartition des spécialisations, nous avons nommé, dans nos bureaux régionaux, des agents de liaison auprès des maisons d'enseignement. Ils travailleront en collaboration étroite avec les bureaux de la Commission, à Ottawa, et, en plus d'agir comme recruteurs, ils se tiendront en contact avec les dirigeants d'écoles secondaires, d'instituts technologiques et d'universités afin de les tenir au courant des besoins changeants de la Fonction publique relativement aux divers secteurs professionnels.

Trouver les cadres supérieurs

C'est à la Commission qu'incombe la nomination des titulaires des postes supérieurs dans la Fonction publique; elle y consacre l'attention personnelle que nécessite cette sérieuse responsabilité.

Au début de l'année, nous avons décidé qu'il fallait repenser les méthodes et systèmes utilisés pour pourvoir aux cadres supérieurs de la Fonction publique de façon à permettre la création d'une Catégorie de la direction, l'une des six nouvelles catégories d'occupations inscrites au système de classification. Nous avons donc pris les dispositions voulues pour faire mener une étude qui proposerait les systèmes et procédures requis pour découvrir et perfectionner les talents exceptionnels pour la direction, à l'intérieur de la Fonction publique.

Formation

Pour cadrer avec l'importance croissante attachée au perfectionnement de l'administration, le service de formation et de perfectionnement de la Commission a continué d'offrir des cours en administration publique à trois niveaux: cours supérieur, cours intermédiaire et cours de base. A tous ces cours, le nombre des inscriptions a dépassé le nombre des places disponibles, surtout au cours intermédiaire, où nous n'avons pu accueillir que 200 des 600 candidats inscrits aux sessions d'étude en résidence offertes à environ 36 ministères et organismes. L'une des sessions de trois semaines s'est tenue en français et une autre, en anglais et en français, les chargés de cours et les participants utilisant l'une ou l'autre langue. Cet intérêt manifeste a justifié la planification d'un cours intermédiaire supérieur qui sera donné conjointement par la Commission et les universités.

Le cours à l'intention des fonctionnaires supérieurs s'est tenu encore une fois et a réuni 24 participants. L'un des objectifs du cours — favoriser une meilleure compréhension dans les relations fédérales-provinciales — s'est réalisé grâce à la participation au cours de deux fonctionnaires provinciaux et aussi par l'intermédiaire de visites dans les principales régions du Canada, où les conditions socio-économiques furent étudiées en profondeur.

Vingt-neuf ministères et organismes ont délégué 127 fonctionnaires au cours de

Working closely with advisory committees of departmental officers and members of the staffing programs, the Training and Development Service conducted courses to improve the qualifications and to increase the number of qualified employees in such occupational categories and groups as personnel administration and organization and methods. Some officers became qualified in training, management analysis, classification and pay, and others were given general refresher training in personnel administration and allied occupations. We also increased the amount of training for occupational groups and we made plans for the development of courses in financial management and staff relation early in 1967.

In collaboration with Carleton University and the University of Montreal 52 employees attended the Registered Industrial Accountant course so that we could improve our supply of needed financial management resources. We are glad to say that this helped us keep abreast of departmental requirements. Programs for librarians also arranged in co-operation with the universities were similarly successful.

The training information and consultation services continued to meet department demands for assistance in identifying appropriate commercial training resources, training aids and competent specialists for specific training projects. However, the task of developing and demonstrating new methods and approaches for departmental training specialists absorbed a large part of the slender resources available for this specialist service.

Language Training

In our last report, we said that training facilities would be available in the national capital region for some 2,000 students and this objective was realized during the year. More facilities are now being established in the national capital area, Montreal and Quebec City. Through contractual ar-

rangements with local schools, language training centres are also being established in other cities including Toronto, Vancouver, Winnipeg, Edmonton, Moncton, and in Cornwall region. We expect that by early 1967, we will be training some 4,000 students on a full or part-time basis in English or French.

We established a program designed to develop bilingualism among senior officers of the service. This is to be done by moving a number of selected English-speaking officers, and their families, to Quebec City and French-speaking officers, and their families, to Toronto for one year. The first movements were made last June. They will be continued on a regular basis.

We believe that each family involved will acquire a high level of proficiency in the dominant language of the community where it is living, coupled with a better understanding of the aspirations of the community in which the family is in daily contact.

Language proficiency is achieved through intensive language tuition and attendance at a series of academic lectures throughout the faculties of Laval University in Quebec City, and the University of Toronto and York University in Toronto.

Overseas Appointment

Last September, we appointed J. M. Garneau, formerly associate director general of the Staffing Branch as Attaché (Personnel) to the Office of the High Commissioner in the United Kingdom. He represents us on staffing matters concerning the overseas offices of departments and acts as a central recruiting agent for Canadian students studying in European universities. He also serves as an adviser to the High Commission on staffing matters and acts as a liaison with the British Treasury and Civil Service Commission in developing a systematic exchange of experience and research in staffing.

base en administration. Il y eut cinq sessions en résidence de deux semaines chacune.

Travaillant en étroite collaboration avec des comités consultatifs de fonctionnaires des ministères et des membres du personnel des services d'encadrement, le service de formation et de perfectionnement a organisé des cours pour améliorer les titres de compétence et pour augmenter le nombre d'employés qualifiés dans des catégories et groupes d'occupations comme "gestion du personnel" et "organisation et méthodes". Certains fonctionnaires se sont qualifiés en formation, en analyse de la gestion, en classification et rémunération, tandis que d'autres suivaient un cours de rafraîchissement en administration du personnel et autres occupations connexes. Nous avons aussi accentué la formation des groupes d'occupations et nous avons tracé des plans en vue de l'élaboration de cours en gestion financière et en relations de travail pour le début de 1967.

En collaboration avec l'université Carleton et l'université de Montréal, 52 employés ont participé au cours de comptable industriel enregistré (Registered Industrial Accountant) afin de nous permettre le perfectionnement du personnel de gestion financière dont nous avons besoin. Nous sommes heureux d'affirmer que cette initiative nous a aidés à pourvoir aux besoins des ministères. Des cours pour bibliothécaires, de nouveau organisés en collaboration avec les universités, ont également donné d'heureux résultats.

Les services d'information et de consultation en matière de formation ont continué de répondre aux demandes d'aide des ministères en vue d'identifier les ressources commerciales appropriées en matière de formation, les aides à la formation et les spécialistes compétents pour prendre charge de certains projets particuliers de formation. Toutefois, la tâche de mettre au point et d'expliquer des méthodes nouvelles et des concepts nouveaux aux agents de formation des ministères a absorbé une grande partie des maigres ressources disponibles dans ce service spécialisé.

Enseignement des langues

Dans notre dernier rapport, nous mentionnions que nos services d'enseignement des langues nous permettraient d'accueillir quelque 2,000 étudiants dans la région de la capitale nationale; cet objectif s'est réalisé au cours de l'année. D'autres classes sont en voie d'organisation dans la région de la capitale nationale, ainsi qu'à Montréal et à Québec. En vertu d'ententes avec des écoles locales, des centres d'enseignement des langues sont en voie d'établissement à Toronto, Vancouver, Winnipeg, Edmonton, Moncton, et dans la région de Cornwall. Vers le début de 1967, nous devrions compter quelque 4,000 élèves aux cours d'anglais ou de français, à plein temps ou à temps partiel.

Nous avons établi un programme visant le bilinguisme parmi les hauts fonctionnaires. A cette fin, un certain nombre de fonctionnaires de langue anglaise, accompagnés de leurs familles, vont s'installer à Québec pendant un an, alors que des fonctionnaires de langue française vivront la même expérience à Toronto. Les premiers échanges ont eu lieu en juin dernier. Ils se continueront désormais de façon régulière.

Nous pensons que chaque famille participant au programme apprendra à parler couramment la langue principale du milieu où elle vivra, tout en apprenant à mieux comprendre les aspirations de ce milieu grâce à des contacts quotidiens.

La compétence linguistique s'acquiert par un enseignement intensif et par la participation à une série de cours dans les diverses facultés de l'université Laval, à Québec, et de l'université de Toronto et de l'université York, à Toronto.

Nomination outre-mer

En septembre dernier, nous avons nommé M. J.-M. Garneau, autrefois directeur général associé de la Direction des cadres, à titre d'attaché (personnel) auprès du Haut-commissaire au Royaume-Uni. Il s'occupe, en notre nom, des questions de personnel concernant les bureaux européens des ministères, et il agit comme recruteur central auprès des étudiants

APPEALS

This year, there was an increase in the number of appeals that were withdrawn before a hearing was held. In 1964, there were 134 withdrawals; in 1965, 151; and in 1966, 209. Most of these withdrawals were made after the appellants received copies of the deputy heads' replies to their allegations and this would again indicate that many appeals might not have been made if the appellants had been given more de-

tailed information at the time they were advised of the results of the competition.

All Appeal Boards were composed entirely of Commission officers, even when appeals were heard outside Ottawa. About 30 per cent of competitions concerned were for positions outside of Ottawa. As far as possible appeals were heard locally so the appellant might be heard personally.

	1964		1965		1966	
	heard	allowed	heard	allowed	heard	allowed
Promotion.....	835	146	810	94	804	99
Denial of statutory salary increase..	33	3	25	0	34	7
Suspension.....	29	9	25	3	66	10
Demotion.....	44	5	46	3	32	9
Dismissal.....	96	7	88	7	59	3
Total.....	1,037	170	994	107	995	128

CLASSIFICATION REVISION

In our last two annual reports, we outlined the classification revision program by which the service is being classified into six occupational categories containing 74 groups of occupationally similar jobs.

All positions for the Administrative Support Category were converted and almost all positions for the Administrative and Foreign Service category were converted by the Commission's Bureau of Classification Revision. These two categories cover 73,000 of the 213,000 positions to be converted.

The Administrative Support Category consists of six groups; clerical and regulatory; secretarial, stenographic and typing; data processing; communications; telephone operation; and office equipment operation.

A pilot project was undertaken in four departments to test and validate the proposals of the Bureau to classify positions in this category before extensive delega-

tion is made to all departments. We also developed the means to ensure that classification standards are applied consistently as the delegation of classification authority is extended.

Ten of the thirteen groups in the Administrative and Foreign Service category were converted. These were: program administration, administrative service, personnel administration, purchasing and supply, financial administration, welfare programs, computer systems, information services, organization and methods, and administration trainee. The remaining groups, foreign affairs, commerce, and translation which were originally assigned to the Scientific and Professional Category will be converted to the new system during the second half of 1967.

Pay plans for the groups that were converted to the new system were designed to reflect levels of pay existing at the time of conversion. While most employees were

canadiens qui fréquentent des universités européennes. Il est en même temps conseiller auprès du Haut-Commissariat sur les questions de personnel et joue le rôle d'agent de liaison auprès du personnel du

"Treasury" et de la "Civil Service Commission" du Royaume-Uni, en vue de mettre au point un échange systématique de l'expérience acquise et des résultats de la recherche en matière de personnel.

LES APPELS

Cette année, le nombre des appels retirés avant d'avoir été entendus a augmenté. En 1964, on comptait 134 appels retirés; en 1965, 151; et en 1966, 209. La plupart de ces appels ont été retirés après que les appelants eurent reçu copie des réponses faites par le sous-chef à leurs allégations, ce qui semble indiquer encore une fois que bon nombre de ces appels n'auraient peut-être pas eu lieu si les appelants avaient reçu des renseignements détaill-

lés en même temps que les résultats du concours.

Tous les comités d'appel se composaient entièrement d'agents de la Commission, même pour les appels entendus à l'extérieur d'Ottawa. Environ 30 p. 100 des concours portaient sur des postes à l'extérieur d'Ottawa. Autant que possible, les appels furent entendus localement pour permettre à l'appelant de présenter sa cause personnellement.

	1964		1965		1966	
	entendus	admis	entendus	admis	entendus	admis
Appels portant sur: Promotion.....	835	146	810	94	804	99
Hausse de traitement refusée.....	33	3	25	0	34	7
Suspension.....	29	9	25	3	66	10
Réduction de classe.....	44	5	46	3	32	9
Renvoi.....	96	7	88	7	59	3
Total.....	1,037	170	994	107	995	128

REVISION DE LA CLASSIFICATION

Dans nos deux derniers rapports annuels, nous avons donné un aperçu du Programme de revision de la classification en vertu duquel la Fonction publique est classifiée en six catégories d'occupations comprenant 74 groupes d'emplois dont les occupations sont semblables.

Le Bureau de revision de la classification a regroupé et réévalué tous les postes de la Catégorie du soutien administratif et presque tous les postes de la Catégorie administrative et du service extérieur. Ces deux catégories comprennent 73,000 des 213,000 postes à transposer.

La Catégorie du soutien administratif comprend six groupes: commis aux écritures et aux règlements; secrétariat, sténographie et dactylographie; traitement des

données; communications; téléphonistes; et mécanographie.

Une mise à l'essai a été organisée dans quatre ministères afin de mettre à l'épreuve les propositions du Bureau visant la classification des postes dans cette catégorie, avant qu'une délégation globale d'autorité à tous les ministères ne devienne fait accompli. Nous avons également mis au point les moyens d'assurer que les normes de classification soient appliquées de façon cohérente à mesure que se réalise la délégation d'autorité en matière de classification.

Dix des treize groupes de la Catégorie administrative et du service extérieur furent transposés: gestion de l'exécution, service administratif, gestion du personnel, achats et approvisionnement, gestion des

converted to pay ranges that had the same maximum salary some were converted to ranges with a higher maximum and others were converted to ranges with a lower maximum. Those who went into ranges with a higher maximum became referred to as "green-circled" employees.

Employees who were converted to a new range with a lower maximum rate were held in their old pay range even though their classification had been revised. These became known as "red-circled" employees. Rates of pay for these holding classifications will not be revised. Employees will remain red-circled until either the maximum rate for their new classification catches up to their salary levels through economic increases or else they are promoted or transferred.

To supplement the conversion, we set up a review process to allow employees who were put into holding classifications upon conversion to have their classifications re-examined. This is being done by an office in the Bureau that is independent of the office that made the conversion. An employee who is seeking such a review

must first approach his department. If he is not satisfied with the results of that discussion, he may request a review from the classification review office of the Bureau.

Development of the classification plans for evaluating the 100,000 positions to be allocated in the Operational Category was almost completed in 1966. This category, which contains 12 groups, is scheduled for conversion early in the coming year.

Definitions of the occupational groups in the Technical, and the Scientific and Professional Categories were drafted and some preliminary work on the development of classification standards for these groups was undertaken. The new approach to classification and pay for some 1,500 research scientists in the biological and physical sciences mentioned in last year's report was developed and put into use. Under this plan, a scientist's pay progression is directly related to his productivity and scientific contribution. Work on a parallel evaluation plan for research managers was largely completed during the year and is scheduled for use early in 1967.

PAY DETERMINATION

The increasingly competitive labour market in Canada has drastically affected salaries in the last two years, and especially so during 1966 when the sharp upward movement of outside pay rates seen in 1965 continued in even more dramatic fashion. In response to this, we made a number of extraordinary recommendations to the Government concerning comparable adjustments in the service. We reacted quickly to these changes because any substantial lag in salary rates means that the service cannot remain competitive and therefore cannot attract and retain a sufficient number of qualified people to meet departmental requirements.

Under the normal cyclical salary review, which has existed since 1961, salaries of the various classes of civil servants have been successively reviewed and adjusted where necessary every two years. The first break in this pattern came during 1965 with Judge J. C. Anderson's report on salaries of postal employees and others in the Group D classes. This led to an important modification in the cyclical review program; the mid-cycle adjustment. This is an outright adjustment, while an interim adjustment (recommended for some classes in 1965) is a downpayment on the final cyclical increase. Each of the cyclical review recommendations made by the Com-

finances, programmes de bien-être, systèmes d'ordinateurs, services d'information, organisation et méthodes, et stagiaires en administration. Les trois autres groupes, affaires extérieures, commerce et traduction, tout d'abord rattachés à la Catégorie scientifique et professionnelle, seront transposés au nouveau système au cours du deuxième semestre de 1967.

Des régimes de rémunération pour les groupes transposés au nouveau système furent établis de façon à refléter les niveaux de rémunération existants au moment de la transposition. La plupart des employés furent transposés à des barèmes de rémunération comportant le même maximum qu'auparavant, mais certains furent transposés à des barèmes comportant un maximum plus élevé et d'autres, à des barèmes comportant un maximum moins élevé. Les employés transposés à des barèmes comportant un maximum plus élevé furent désignés comme employés «marqués d'un cercle vert».

Les employés transposés à un nouveau barème comportant un maximum moins élevé demeurèrent dans leur ancienne échelle de traitement, même si leur classification avait été révisée. On les a appelés des employés «marqués d'un cercle rouge». Les taux de rémunération de ces classes de retenue ne seront pas révisés. Ces employés resteront marqués d'un cercle rouge tant que le taux maximum de leur nouvelle classification n'aura pas rattrapé leur niveau de traitement au moyen de hausses économiques, ou tant qu'ils ne seront pas promus ou mutés.

DÉTERMINATION DE LA RÉMUNÉRATION

La concurrence de plus en plus vive, sur les marchés du travail du Canada, a révolutionné l'état des salaires depuis deux ans, surtout en 1966, alors que la montée en flèche, qui s'était manifestée en 1965, s'est poursuivie et s'est même accélérée. Face à cette évolution, nous avons fait quelques recommandations extraordinaires au gouvernement concernant des ajustements comparables dans la Fonction publique. Nous avons réagi rapidement à ces changements parce que tout retard marqué dans

Pour compléter la transposition, nous avons établi un processus de réexamen afin de permettre aux employés versés par la transposition dans une classe de retenue de faire réexaminer leur classification. Le réexamen est fait par un service du Bureau tout à fait indépendant du service qui a fait la transposition. L'employé qui veut faire réexaminer son cas doit d'abord s'adresser à son ministère. S'il n'est pas satisfait des résultats de cette démarche, il peut demander de le faire réexaminer par le Bureau de réexamen de la classification.

L'élaboration de régimes de classification pour évaluer les 100,000 postes rattachés à la Catégorie de l'exploitation a été presque terminée en 1966. Cette catégorie, qui comprend 12 groupes, devrait être transposée au début de l'an prochain.

Des définitions des groupes d'occupations de la Catégorie technique et de la Catégorie scientifique et professionnelle ont été rédigées et une partie du travail préliminaire visant à élaborer des normes de classification pour ces groupes a été entreprise. La nouvelle méthode de classification et de rémunération de quelque 1,500 chercheurs scientifiques des sciences biologiques et physiques dont il était question dans le rapport de l'an dernier, a été réalisée et mise en pratique. En vertu de ce régime, la rémunération du chercheur est directement axée sur sa productivité et sur son apport scientifique. Un régime d'évaluation semblable, pour les directeurs de recherche, a été en grande partie terminé au cours de l'année et devrait être mis en pratique au début de 1967.

les taux de traitement empêche la Fonction publique de soutenir la concurrence et d'attirer et de retenir un nombre suffisant de candidats qualifiés pour répondre aux besoins des ministères.

Selon la revue cyclique normale des salaires, en vigueur depuis 1961, les salaires des diverses classes de fonctionnaires ont été successivement révisés et ajustés au besoin tous les deux ans. Une première brèche s'est ouverte dans ce cycle en 1965 avec le rapport du juge J. C. Anderson sur

mission during 1966 was accompanied by a recommendation for a mid-cycle increase to be effective one year after the cyclical adjustment.

Recommendations were made for the cyclical adjustment of professional, scientific, and technical classes, retroactive to July 1, 1965, accompanied by a recommendation for a three per cent mid-cycle adjustment to be effective July 1, 1966. Nevertheless, by the end of 1966, the movement of outside rates of pay was such that we found it necessary to recommend an additional mid-cycle adjustment, to take effect January 1, 1967. This recommendation was based on two factors; the increases in salaries being offered to graduating university students with the resultant need for adjustments at the higher levels to avoid internal pressures and the necessity of remaining in an overall competitive position to recruit and retain well-qualified people.

Cyclical and mid-cycle adjustments were also recommended for the new Administrative Support Category and for the wide range of classes in the newly formed Administrative and Foreign Service Category. Most of the classes in these two new categories were in Group B before they were converted. The conversion and the cyclical salary revision took effect on the same date; October 1, 1965. The mid-cycle adjustment for the new categories was effective from October 1, 1966.

The October 1, 1966 mid-cycle adjustment considerably reduced the number of red-circled positions, by raising the maximum salary rates up to or past the maximum of many of the red-circled employees. Nevertheless, this adjustment did not

eliminate them entirely and we recommended a pay supplement for employees in these categories who were still red-circled on October 2.

In October, we recommended an interim increase for classes in Group D to be effective October 1, 1966. The decision to make this recommendation was based on two factors; the fairly rapid movement of salaries during the year and the time lag that might occur before the first collective agreement on rates can be concluded.

We also recommended differential pay for employees in typing, stenographic, and secretarial positions who work in both English and French and who use the second language for at least 10 per cent of their work. They must be qualified by an appropriate standard of competence through objective tests set by the Commission. This recommendation was based on practices of outside employers, reported by the Pay Research Bureau after a special survey.

These were the major recommendations during the year. Others of a more limited application were also made, for example a revision for professors, assistant professors, and lecturers employed with the Canadian Services Colleges including the Royal Military College, the Collège Militaire Royal and Royal Roads. We now make an annual review of rates paid to university professors so that service rates can remain competitive. We also recommended a new pay plan for research scientists with salary increases based on individual contribution. We believe that this will help create a climate that is conducive to outstanding research.

les salaires des employés postaux et autres classes du groupe D. Il en est découlé une modification importante au programme de révision cyclique: l'ajustement mi-cyclique. Il s'agit là d'un ajustement définitif, tandis que l'ajustement intérimaire (recommandé pour certaines classes en 1965) constitue un premier versement sur l'augmentation cyclique définitive. Avec chacune de ces recommandations de révision cyclique en 1966, la Commission a également recommandé une hausse mi-cyclique devant entrer en vigueur un an après l'ajustement cyclique.

Les recommandations d'un ajustement cyclique rétroactif au 1er juillet 1965 pour les classes professionnelles, scientifiques et techniques ont été accompagnées d'une recommandation d'un ajustement mi-cyclique de 3 p. 100 à compter du 1er juillet 1966. Mais à la fin de 1966, devant la poussée des taux de rémunération à l'extérieur, il a été jugé nécessaire de recommander un autre ajustement mi-cyclique devant entrer en vigueur le 1er janvier 1967. Cette recommandation se fondait sur deux facteurs: les augmentations des traitements offerts aux nouveaux diplômés d'université, d'où la nécessité de rectifier en conséquence les niveaux supérieurs pour éviter les pressions internes, et la nécessité de protéger notre situation concurrentielle afin de pouvoir recruter et retenir des gens qualifiés.

Des ajustements cycliques et mi-cycliques furent aussi recommandés pour la nouvelle Catégorie du soutien administratif et pour la gamme considérable des classes comprises dans la nouvelle Catégorie administrative et du service extérieur. La plupart des groupes de ces deux nouvelles catégories faisaient partie du groupe B avant leur transposition. La transposition et la révision cyclique du traitement sont entrées en vigueur le même jour, le 1er octobre 1965. L'ajustement mi-cyclique des nouvelles catégories entraînait en vigueur le 1er octobre 1966.

L'ajustement mi-cyclique du 1er octobre 1966 a considérablement réduit le nombre des postes marqués d'un cercle rouge en portant le taux maximum du traitement à un niveau égal ou même supérieur au traitement maximum de nombre d'employés ainsi affectés. Néanmoins, cet ajustement ne les avait pas tous éliminés et nous avons recommandé un supplément de rémunération pour les employés de ces catégories encore marqués d'un cercle rouge le 2 octobre.

En octobre, nous avons recommandé une hausse intérimaire pour les classes du groupe D à compter du 1er octobre 1966. La décision de faire cette recommandation se fondait sur deux facteurs: la poussée assez rapide des salaires au cours de l'année et le délai possible à prévoir avant la signature de la première négociation collective sur les salaires.

Nous avons aussi recommandé le versement d'une prime aux employés du groupe dactylographie, sténographie et secrétariat qui travaillent en anglais et en français et qui doivent utiliser l'une ou l'autre de ces deux langues pour au moins 10 p. 100 de leur travail. Ces employés doivent établir leur compétence selon une norme appropriée en subissant des tests objectifs définis par la Commission. Cette recommandation se fondait sur les pratiques des employeurs extérieurs exposées par le Bureau de recherches sur les traitements après une enquête spéciale.

Telles furent les principales recommandations de l'année. Il y en eut d'autres d'application plus restreinte, par exemple une révision pour les professeurs, les professeurs adjoints et les chargés de cours dans les Collèges des Forces armées canadiennes, y compris le Royal Military College, le Collège militaire royal et Royal Roads. Nous procédons maintenant à un examen annuel des émoluments versés aux professeurs d'université afin que les traitements de la Fonction publique demeurent compétitifs.

PAY RESEARCH

In 1966, the Pay Research Bureau's task of providing information on rates of pay and conditions of employment in government and industry was undertaken in a changing climate of pay determination. This change was the natural result of the approach of a system of collective bargaining and the introduction of a new classification system for the service. The dynamic upward trend of outside rates of pay further complicated the Bureau's schedule.

It was apparent that a number of new methods and techniques of pay determination should be investigated to meet the requirements of collective bargaining. The Bureau also began a study of the composition of its field survey groups so that these will reflect the grouping of occupations resulting from the classification revision. The new system of independent groups within each category has caused the Bureau to re-examine its survey classes to cover as many groups as possible.

The Bureau conducted several major surveys during the year:

- a comprehensive field survey of the range, characteristics and costs of employee benefits;
- a mid-cycle field survey for the professional, scientific and technical classes and for the operational category;
- a survey of professional hospital classes;
- a special study of rates of pay of elementary and secondary school teachers; and
- a survey of salaries and conditions of employment of university teachers

which will be made on an annual basis in co-operation with the Dominion Bureau of Statistics.

The Bureau organized a seminar for provincial Civil Service Commission representatives to acquaint them with changes taking place in personnel management in the federal service; to encourage an exchange of views on pay research including survey data and the problems associated with pay surveys; and to explore the possibility of further co-operation in this field. The seminar was successful and we are investigating the possibility of making this an annual meeting.

Once again the Bureau co-operated with departments and other organizations conducting surveys in an effort to avoid duplication and to minimize the demands on private employers and other governments. An example of this co-operation was the participation of the Ontario Government Pay Research Branch officers in Bureau surveys so that the requirements could be met in one survey. The Bureau again co-operated with the National Research Council in the study of salaries of professional and scientific personnel and with the Department of Manpower in the survey of anticipated requirements and recruiting rates of graduating students.

The information for most pay research studies is gathered by interviews with officials of several hundred firms and institutions. This co-operation is essential to the success of the Bureau's operations. Because this information is given to us on a confidential basis, most of Bureau's reports are confidential and the distribution is restricted.

RECHERCHE SUR LES TRAITEMENTS

En 1966, la tâche du Bureau de recherches sur les traitements, qui consiste à fournir une information sur les taux de salaire et les conditions d'emploi au service du gouvernement et dans l'industrie, a été entreprise à un moment où la détermination de la rémunération était dans un climat changeant. Ce changement était le résultat naturel de l'arrivée prochaine d'un régime de négociations collectives et de l'introduction d'un nouveau système de classification pour la Fonction publique. La montée dynamique des salaires à l'extérieur est venue compliquer encore davantage le programme du Bureau.

Il était évident que pour répondre aux besoins de la négociation collective, il faudrait examiner certaines méthodes et techniques nouvelles de détermination de la rémunération. Le Bureau a également entrepris une étude sur la composition de ses groupes d'enquête sur le terrain afin qu'ils soient un reflet du groupement des occupations selon la revision de la classification. Le nouveau régime de groupes indépendants à l'intérieur de chaque catégorie a amené le Bureau à réexaminer ses classes d'enquête de façon à couvrir autant de groupes que possible.

Le Bureau a fait plusieurs grandes enquêtes au cours de l'année:

- une enquête sur place complète de la gamme, des caractéristiques et des coûts des avantages aux employés;
- une enquête sur place mi-cyclique pour les classes professionnelles, scientifiques et techniques et pour la Catégorie de l'exploitation;
- une enquête sur les classes hospitalières professionnelles;
- une étude spéciale des taux de rémunération des instituteurs d'écoles élémentaires et secondaires; et
- une enquête sur les salaires et les conditions d'emploi des professeurs

d'université qui sera faite chaque année en collaboration avec le Bureau fédéral de la statistique.

Le Bureau a organisé un colloque à l'intention des représentants provinciaux de la Commission du service civil afin de les mettre au courant des changements qui se produisent en gestion du personnel dans la Fonction publique fédérale; pour favoriser un échange de vues sur la recherche en rémunération, y compris les données d'enquête et les problèmes posés par des enquêtes sur la rémunération; et pour sonder la possibilité d'une collaboration plus poussée dans ce domaine. Ce colloque a été un succès et nous envisageons la possibilité d'en faire une réunion annuelle.

Encore une fois, le Bureau a collaboré avec les ministères et avec d'autres organismes qui font des enquêtes pour essayer d'éviter tout chevauchement et de minimiser les tâches imposées aux employeurs privés et aux autres gouvernements. On a un exemple de cette collaboration dans la participation de fonctionnaires de la Direction de la recherche sur la rémunération du gouvernement de l'Ontario aux enquêtes de notre Bureau afin d'obtenir tous les renseignements désirés en une seule enquête. Le Bureau a de nouveau collaboré avec le Conseil national de recherches à l'étude sur les salaires du personnel scientifique et professionnel, et avec le ministère de la Main-d'oeuvre, à une enquête sur les exigences à prévoir et les taux de recrutement des nouveaux diplômés.

Pour la plupart des études de recherche sur la rémunération, les renseignements furent obtenus au moyen d'entrevues avec des fonctionnaires de plusieurs centaines de sociétés et institutions. Cette collaboration est essentielle au succès du travail du Bureau. Comme cette information nous est confiée à titre confidentiel, la plupart des rapports du Bureau sont confidentiels et leur diffusion est restreinte.

ADVISORY SERVICES

We continued to offer management consultant services to departments and agencies through the Management Analysis and Organization Divisions of our Advisory Services Branch.

The Management Analysis Division carries out studies of management problems and recommends solutions, does research, produces guides and gives training courses in management techniques. The division works in three main areas:

- management review — organization, procedures and methods analysis generally, and work measurement and standards;
- management information systems — electronic data processing and office mechanization;
- management sciences — operations research and related mathematical and statistical techniques.

During the year, 37 major and 12 minor projects were started and 23 others were completed in 46 departments and agencies. In 1965, 23 major and 108 minor projects were started and 23 completed. During 1966, the division also made 127 special informal studies which did not call for the normal extensive gathering of facts or the production of a formal report.

There was a marked increase in the number of inter-departmental surveys during the year. Five surveys were completed and six are still in progress compared with three completed and three started during 1965. These surveys included a study of:

- departmental and agency manuals on policies and procedures;
- the feasibility of a central travel office for departments in the Ottawa area to replace individual departmental offices;
- a central reporting system for electronic data processing (EDP) installations throughout the government; and
- the development of a mathematical model for use in determining passenger vehicle policy and practice in departments.

During the year, the division created a management sciences group which worked to solve operational problems by mathematical and statistical techniques for the departments of Transport and National Defence and interdepartmental assignments. The first two major surveys were completed and four are continuing. The group also advised the Canadian delegation at two international meetings dealing with separation standards for Atlantic air lanes.

Emphasis in the Management Information Systems Group moved from EDP feasibility studies to the design of data systems for specific purposes, for example, a professional manpower register.

Steps taken by departments to decentralize operations increased the amount of work now done outside of Ottawa by the management review group and it spent considerable effort during the year on the development of file classifications for various departments.

The management analysis training program was continued throughout 1966 and 37 courses were attended by 728 officers, most of whom were at the senior and intermediate levels. This program had a number of changes during the year:

- a start was made in extending the program to centres outside of Ottawa; and
- a new series of methods-time measurement courses was begun and MTM practitioner certificates were issued to 19 graduates.

The number of requests for studies by the Organization Division increased again; from 14 to 17. Requests for these studies came from departments or agencies and from the Treasury Board. The scope of the analyses was varied: in some it included a whole department; in others, it was restricted to specific functions within a department; and in still others, it covered interdepartmental activities. The division's officers also provided assistance to departments and agencies in the organization of their personnel services.

SERVICES CONSULTATIFS

Nous avons continué d'offrir des services consultatifs de gestion aux ministères et organismes par l'entremise des Divisions de l'analyse de la gestion et de l'organisation de notre Direction des services consultatifs.

La Division de l'analyse de la gestion fait des études sur les problèmes de gestion et recommande des solutions, fait de la recherche, rédige des guides et donne des cours de formation en techniques de la gestion. Le travail de la division porte sur trois grands domaines:

- examen de la gestion — analyse générale de l'organisation, des procédures et méthodes; mesure et normes du travail;
- systèmes d'information de la direction — informatique et mécanisation des bureaux;
- les études mathématiques — recherche opérationnelle; techniques mathématiques et statistiques connexes.

Au cours de l'année, la Division a entrepris 37 grands projets et 12 projets secondaires, et en a terminé 23 autres dans 46 ministères et organismes. En 1965, elle avait entrepris 23 grands projets et 108 projets secondaires et en avait terminé 23. En 1966, la division a également effectué 127 études officieuses spéciales n'exigeant pas, comme les études normales, de vastes recherches ni de rapport officiel.

Le nombre des enquêtes interministérielles a augmenté de façon marquée pendant l'année. Cinq enquêtes ont été terminées et six sont encore en marche, comparativement à trois terminées et trois amorcées en 1965. Ces enquêtes comprenaient:

- une étude des manuels de directives et procédures des ministères et organismes;
- une étude sur la praticabilité d'établir un office de tourisme central pour les ministères dans la région d'Ottawa afin de remplacer les différents offices ministériels;
- une étude d'un système central de rapports pour les ensembles électro-techniques de tout le gouvernement; et

- la mise au point d'un modèle mathématique à utiliser pour déterminer la politique et la pratique concernant les véhicules de tourisme dans les ministères.

Au cours de l'année, la Division a créé un groupe des techniques de la gestion qui s'est employé à résoudre des problèmes opérationnels, au moyen de techniques mathématiques et statistiques, pour les ministères des Transports et de la Défense nationale, en plus d'assumer des tâches interministérielles. Les deux premières études importantes furent terminées et quatre sont en marche. Le groupe a également conseillé la délégation canadienne à l'occasion de deux réunions internationales sur les normes d'espacement des voies aériennes de l'Atlantique.

Le groupe des systèmes d'information de la direction s'est moins occupé que par le passé d'études de praticabilité d'informatique pour se pencher plutôt sur la composition de systèmes de données servant à des fins précises comme, par exemple, un registre de la main-d'oeuvre professionnelle.

Les mesures prises par les ministères pour décentraliser leurs opérations vers les régions ont augmenté la somme du travail fait à l'extérieur d'Ottawa par le groupe de l'examen de la gestion et il a beaucoup oeuvré au cours de l'année à mettre au point des classifications de dossiers pour divers ministères.

Le programme de formation en analyse de la gestion s'est poursuivi tout au long de 1966 et 728 fonctionnaires, pour la plupart des niveaux supérieurs intermédiaires, ont participé à 37 cours. Certains changements ont marqué ce programme cette année:

- un premier pas s'est fait en vue de mettre le programme de formation à la portée des centres à l'extérieur d'Ottawa; et
- une nouvelle série de cours sur les méthodes de mesure des temps a été amorcée et des certificats de praticien des MTM ont été remis à 19 diplômés.

With increasing frequency we are being asked to provide solutions to organization problems through the findings of the behavioural sciences. Consequently, the division has increased its strength in the fields of political science, psychology, and sociology.

It is also evident that the introduction of computerized information systems is having a significant effect on organizational structure and the division will therefore devote more of its attention to developments in this area.

INCENTIVE AWARDS

The last of the three new incentive programs — the outstanding achievement award — was put into operation during 1966 and the first award was made to Dr. Wilfred Bennett Lewis, senior vice-president (science) of Atomic Energy of Canada, Limited.

The award, consisting of a citation signed by the Prime Minister and a cheque for \$5,000 was presented to Dr. Lewis by Madame G. Vanier in a ceremony at Government House. The award is given for an outstanding contribution to the public service which has resulted in national or international interest. Dr. Lewis was given the award for his influence and untiring efforts in developing Canada's unique nuclear power reactor system. This system has received world-wide acclaim and has meant that Canada is one of the leading nations in the peaceful use of atomic energy.

For the fourteenth year, awards were granted to public servants for suggestions that resulted in saving or increased efficiency. Savings totalling more than \$1,038,700 resulted from the implementation of 676 suggestions and more than \$37,240 was paid to employees whose suggestions were used. The largest single award was made to W. G. Weese, a technical officer with the Department of National Defence (RCAF) in Ottawa. He received \$3,310 for a modification to ground controlled approach radar equipment which saved \$522,800 for the government.

A total of 4,825 Long Service Award Pins and Brooches were distributed during 1966 to 38 departments and agencies for presentation to 3,965 men and 860 women who had completed 25 years of continuous service in the Public Service of Canada.

ACKNOWLEDGEMENT

We are grateful for the assistance that we received throughout the year from the universities, from business, and from industry. We also appreciate the understanding co-operation of the many departmental officers and staff association

officials who laboured with our staff. And we especially thank the members of our own staff for their efforts, their support and their enthusiasm in helping to fashion the Civil Service Commission into an effective staffing agency.

John J. Carson
Chairman

Ruth E. Addison
Commissioner

Sylvain Cloutier
Commissioner

Le nombre des demandes d'étude présentées à la Division de l'organisation a de nouveau augmenté. Il est passé de 14 à 17. Ces demandes viennent de ministères ou organismes et aussi du Conseil du Trésor. L'ampleur des analyses varie beaucoup. Certaines portent sur un ministère tout entier; d'autres, seulement sur certaines fonctions particulières dans un ministère; et d'autres, enfin, sur des activités interministérielles. Les agents de la division ont également apporté une aide aux ministères et organismes dans l'organisation de leurs services de personnel.

PRIMES D'ENCOURAGEMENT

Le dernier des trois nouveaux programmes d'encouragement, celui de la prime pour réalisation exceptionnelle, a été mis en oeuvre en 1966 et le premier récipiendaire et été M. Wilfred Benett Lewis, premier vice-président (Science) de l'Energie atomique du Canada, Limitée.

Cette distinction, qui comprend une citation signée par le premier ministre et un chèque de \$5,000, fut présentée à M. Lewis par Mme G. Vanier lors d'une cérémonie à la résidence du Gouverneur général.

Cette prime est accordée pour récompenser une contribution exceptionnelle au service de l'Etat qui a eu un retentissement national ou international. M. Lewis a reçu cette distinction pour son influence et son incessant labeur qui ont permis au Canada de mettre au point un système électro-nucléaire unique en son genre, admiré du monde entier et grâce auquel le Canada est devenu l'un des chefs de file dans l'utilisation pacifique de l'énergie atomique.

Il nous est de plus en plus souvent demandé de fournir des solutions à des problèmes d'organisation au moyen des constatations du comportement. Par conséquent, la Division a accru son personnel spécialisé en science politique, en psychologie et en sociologie.

Il est en outre évident que l'introduction des systèmes d'ordinateurs exerce un effet profond sur la structure d'organisation et par conséquent, la division se penchera davantage sur les innovations dans ce domaine.

Pour la quatorzième année, des primes ont été accordées à des fonctionnaires en récompense de propositions qui ont entraîné des économies d'argent ou une efficacité accrue. Les économies réalisées grâce à la mise en oeuvre de 676 propositions ont atteint plus de \$1,038,700 et les auteurs des propositions mises en oeuvre ont reçu plus de \$37,240. La prime la plus importante a été accordée à M. W. G. Weese, agent technique du ministère de la Défense nationale (ARC) à Ottawa. Il a reçu \$3,310 pour une modification apportée à l'équipement radar de contrôle au sol des approches qui a fait économiser \$522,800 au gouvernement.

Au total, 4,825 épinglettes et brochures de longs services ont été distribuées en 1966 à 38 ministères et organismes pour être présentées à 3,965 hommes et 860 femmes qui avaient terminé 25 années de services continus dans la Fonction publique du Canada.

REMERCIEMENTS

Nous apprécions l'aide que nous ont apportée, au cours de l'année, les nombreux universitaires et les dirigeants des affaires et de l'industrie. Nous remercions les représentants des ministères et des associations de fonctionnaires qui nous ont fourni une collaboration attentive en travaillant de concert avec notre propre

personnel. Plus particulièrement, nous remercions nos employés de leurs efforts incessants, de leur appui et de l'enthousiasme qu'ils ont manifestés en nous aidant à faire de la Commission du service civil une agence capable de répondre efficacement aux besoins en personnel de la fonction publique.

John J. Carson
Président

Ruth E. Addison
Commissaire

Sylvain Cloutier
Commissaire

APPENDICES



ANNEXES

Appendix A

APPOINTMENTS, SEPARATIONS, AND PROMOTIONS
UNDER THE CIVIL SERVICE ACT

1964, 1965, 1966

	1964	1965	1966
Number of employees under the Civil Service Act.....	138,666	140,206	145,783
New appointments to the service.....	19,199	21,700	21,979
Separations*.....	13,162	14,546	14,343
Promotions.....	18,536	20,475	18,749

*Excluding term and summer employees.

Annexe A

NOMINATIONS, DÉPARTS, PROMOTIONS ET MUTATIONS DES
EMPLOYÉS RELEVANT DE LA LOI SUR LE SERVICE CIVIL

1964, 1965, 1966

	1964	1965	1966
Employés relevant de la Loi sur le service civil.....	138,666	140,206	145,783
Nouvelles nominations.....	19,199	21,700	21,979
Départs*.....	13,162	14,546	14,343
Promotions.....	18,536	20,475	18,749

*Exclut les engagements pour une période déterminée et le travail d'été.

Appendix B

COMPOSITION OF FEDERAL GOVERNMENT EMPLOYMENT

as of September 1965 and 1966

Departmental Branches, Services and Corporations		
	1965	1966
Employees under the Civil Service Act		
Full-time	139,631	145,181
Part-time	575	602
	<hr/>	<hr/>
	140,206	145,783
Other Salaried Employees	26,710	33,511
	<hr/>	<hr/>
	166,916	179,294
Prevailing Rate Employees	21,621	21,347
Ships' Officers and Crews	3,818	4,016
Casuals and Others	18,722	21,235
	<hr/>	<hr/>
Total, Departmental Branches, Services and Corporations	211,077	225,892
Crown Companies	143,073	146,084
	<hr/>	<hr/>
Total, All Employees, Federal Government	354,150	371,976

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

Annexe B

COMPOSITION DE L'EMPLOI AU GOUVERNEMENT FÉDÉRAL

Septembre 1965 et 1966

Directions et services de ministères et sociétés	1965	1966
Employés relevant de la Loi sur le service civil		
Emplois continus	139,631	145,181
Emplois discontinus	575	602
	<hr/>	<hr/>
	140,206	145,783
 Autres employés à traitement	 26,710	 33,511
	<hr/>	<hr/>
	166,916	179,294
 Employés aux taux régnants	 21,621	 21,347
Officiers et équipages de navires	3,818	4,016
Employés intermittents et autres	18,722	21,235
	<hr/>	<hr/>
Total, directions et services de ministères et sociétés	211,077	225,892
 Sociétés de la Couronne	 143,073	 146,084
	<hr/>	<hr/>
Total, tous les employés du gouvernement fédéral	354,150	371,976

DOCUMENTATION: Section des gouvernements
Division des gouvernements et des transports
Bureau fédéral de la statistique

Appendix D

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY PROVINCE AND SEX

as of September 1965 and 1966

Province	All Employees			Males			Females		
	Number		% of Total	Number		% in Each Province	Number		% in Each Province
	1965	1966	1965	1966	1965	1966	1965	1966	
Newfoundland.....	2,369	2,473	1.7	2,069	2,138	2.0	300	335	0.8
Prince Edward Island.....	708	721	0.5	585	590	0.6	123	131	0.3
Nova Scotia.....	7,149	7,212	5.1	5,410	5,474	5.3	1,739	1,738	4.6
New Brunswick.....	4,663	4,909	3.3	3,629	3,759	3.6	1,034	1,150	2.8
Quebec.....	22,536	23,685	16.2	17,788	18,651	17.4	4,748	5,034	12.6
Ontario.....	68,845	71,677	49.3	47,584	49,130	46.6	21,261	22,547	56.6
Manitoba.....	6,899	7,097	4.9	5,183	5,311	5.1	1,716	1,786	4.6
Saskatchewan.....	3,469	3,629	2.5	2,703	2,773	2.7	766	856	2.0
Alberta.....	8,045	8,199	5.8	6,077	6,154	5.9	1,968	2,045	5.2
British Columbia.....	12,577	13,045	9.0	9,243	9,438	9.0	3,334	3,607	8.9
Yukon.....	500	471	0.3	404	366	0.4	96	105	0.3
Northwest Territories.....	591	544	0.4	410	439	0.4	109	105	0.3
Abroad.....	1,352	1,519	1.0	986	1,130	1.0	366	389	1.0
Total, All Provinces.....	139,631	145,181	100.0	102,071	105,353	100.0	37,560	39,828	100.0

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

Annexe D

RÉPARTITION DES EMPLOYÉS PAR PROVINCE ET SELON LE SEXE—EMPLOIS CONTINUS

Septembre 1965 et 1966

Province	Tous les employés			Hommes				Femmes				
	Nombre		% du total	Nombre		% dans chaque province	Nombre		% dans chaque province			
	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966		
Terre-Neuve.....	2,369	2,473	1.7	1.7	2,069	2,138	2.0	2.0	300	335	0.8	0.3
Ile du Prince-Edouard.....	708	721	0.5	0.5	585	590	0.6	0.6	123	131	0.3	0.8
Nouvelle-Ecosse.....	7,149	7,212	5.1	5.0	5,410	5,474	5.3	5.2	1,739	1,738	4.6	4.4
Nouveau-Brunswick.....	4,663	4,909	3.3	3.4	3,629	3,759	3.6	3.6	1,034	1,150	2.8	2.9
Québec.....	22,536	23,685	16.2	16.3	17,788	18,651	17.4	17.7	4,748	5,034	12.6	12.6
Ontario.....	68,845	71,677	49.3	49.4	47,584	49,130	46.6	46.6	21,261	22,547	56.6	56.6
Manitoba.....	6,899	7,097	4.9	4.9	5,183	5,311	5.1	5.0	1,716	1,786	4.6	4.5
Saskatchewan.....	3,469	3,629	2.5	2.5	2,703	2,773	2.7	2.6	766	856	2.0	2.1
Alberta.....	8,045	8,199	5.8	5.6	6,077	6,154	5.9	5.8	1,968	2,045	5.2	5.1
Colombie-Britannique.....	12,577	13,045	9.0	9.0	9,243	9,438	9.0	9.0	3,334	3,607	8.9	9.1
Yukon.....	500	471	0.3	0.3	404	366	0.4	0.4	96	105	0.3	0.3
Territoires du Nord-Ouest.....	591	544	0.4	0.4	410	439	0.4	0.4	109	105	0.3	0.3
À l'extérieur.....	1,352	1,519	1.0	1.0	986	1,130	1.0	1.1	366	389	1.0	1.0
Total, toutes les provinces.....	139,631	145,181	100.0	100.0	102,071	105,353	100.0	100.0	37,560	39,828	100.0	100.0

DOCUMENTATION: Section des gouvernements,
 Division des gouvernements et des transports,
 Bureau fédéral de la statistique.

Appendix G

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY AGE GROUP AND SEX as of September 1965 and 1966

Age Group	All Employees				Males				Females			
	Number		% of Total		Number		% of Total		Number		% of Total	
	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966
Under 20.....	3,406	4,100	2.4	2.8	903	1,122	0.9	1.1	2,503	2,978	6.7	7.5
20-24.....	10,944	12,578	7.8	8.7	5,911	6,617	5.8	6.3	5,033	5,961	13.4	15.0
25-29.....	11,872	12,439	8.5	8.6	8,349	8,815	8.2	8.4	3,523	3,624	9.4	9.1
30-34.....	12,701	12,978	9.1	8.9	9,812	10,014	9.6	9.5	2,889	2,964	7.7	7.4
35-39.....	13,518	13,655	9.7	9.4	10,199	10,385	10.0	9.8	3,319	3,270	8.8	8.2
40-44.....	22,945	21,089	16.4	14.5	17,781	16,129	17.4	15.3	5,164	4,960	13.7	12.5
45-49.....	22,948	24,404	16.4	16.8	17,798	18,932	17.5	18.0	5,150	5,472	13.7	13.7
50-54.....	18,532	20,108	13.3	13.9	13,901	15,147	13.6	14.4	4,631	4,961	12.3	12.4
55-59.....	12,811	13,649	9.2	9.4	9,623	10,161	9.4	9.6	3,188	3,488	8.5	8.8
60-64.....	7,130	7,552	5.1	5.2	5,420	5,777	5.3	5.5	1,710	1,775	4.6	4.5
65 and over.....	1,316	1,183	1.0	0.8	1,048	935	1.0	0.9	268	248	0.7	0.6
Age not recorded.....	1,508	1,446	1.1	1.0	1,326	1,319	1.3	1.2	182	127	0.5	0.3
Total, All Age Groups.....	139,631	145,181	100.0	100.0	102,071	105,353	100.0	100.0	37,560	39,828	100.0	100.0

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

Annexe G

RÉPARTITION DES EMPLOYÉS PAR GROUPE D'ÂGE ET SELON LE SEXE—EMPLOIS CONTINUS

Septembre 1965 et 1966

Groupe d'âge	Tous les employés			Hommes			Femmes		
	Nombre		% du total	Nombre		% du total	Nombre		% du total
	1965	1966	1965	1966	1965	1966	1965	1966	1965
Moins de 20.....	3,406	4,100	2.4	1,122	903	0.9	2,503	2,978	6.7
20-24.....	10,944	12,578	7.8	6,617	5,911	5.8	5,033	5,961	13.4
25-29.....	11,872	12,439	8.5	8,815	8,349	8.2	3,523	3,624	9.4
30-34.....	12,701	12,978	9.1	9,812	10,014	9.6	2,889	2,964	7.7
35-39.....	13,518	13,655	9.7	10,199	10,385	10.0	3,319	3,270	8.8
40-44.....	22,945	21,089	16.4	17,781	16,129	17.4	5,164	4,960	13.7
45-49.....	22,948	24,404	16.4	17,798	18,932	17.5	5,150	5,472	13.7
50-54.....	18,532	20,108	13.3	13,901	15,147	13.6	4,631	4,961	12.4
55-59.....	12,811	13,649	9.2	9,623	10,161	9.4	3,188	3,488	8.5
60-64.....	7,130	7,552	5.1	5,420	5,777	5.3	1,710	1,775	4.5
65 et plus.....	1,316	1,183	1.0	1,048	935	1.0	268	248	0.6
Age non consigné.....	1,508	1,446	1.1	1,326	1,319	1.3	182	127	0.5
Total, tous les groupes d'âge.....	139,631	145,181	100.0	102,071	105,353	100.0	37,560	39,828	100.0

DOCUMENTATION: Section des gouvernements
Division des gouvernements et des transports
Bureau fédéral de la statistique

Appendix E

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY METROPOLITAN AREA AND SEX

as of September 1965 and 1966

Location	All Employees				Number of Male Employees		Number of Female Employees	
	Number		% of Total					
	1965	1966	1965	1966	1965	1966	1965	1966
St. John's.....	1,234	1,304	0.9	0.9	1,031	1,074	203	230
Halifax.....	5,066	5,143	3.6	3.5	3,623	3,704	1,442	1,439
Saint John, N.B.....	1,276	1,304	0.9	0.9	917	923	359	381
Quebec City.....	2,884	2,990	2.1	2.1	2,172	2,254	712	736
Montreal.....	14,257	14,968	10.2	10.3	11,218	11,759	3,039	3,209
Ottawa-Hull.....	38,094	39,887	27.3	27.5	23,678	24,667	14,416	15,220
Toronto.....	13,914	14,398	10.0	9.9	10,689	10,970	3,225	3,428
Hamilton.....	1,422	1,499	1.0	1.0	1,090	1,120	332	379
Kitchener-Waterloo..	634	682	0.4	0.5	517	542	117	140
London.....	3,051	3,165	2.2	2.2	2,154	2,218	897	947
Windsor.....	1,087	1,122	0.8	0.8	921	930	166	192
Sudbury.....	296	362	0.2	0.2	210	245	86	117
Winnipeg.....	5,332	5,513	3.8	3.8	3,943	4,059	1,389	1,454
Regina.....		1,274		0.9		879		395
Saskatoon.....		1,033		0.7		787		246
Calgary.....	2,384	2,481	1.7	1.7	1,765	1,816	619	665
Edmonton.....	3,862	3,893	2.8	2.7	2,834	2,853	1,028	1,040
Vancouver.....	7,123	7,375	5.1	5.1	5,266	5,347	1,857	2,028
Victoria.....	2,877	2,967	2.1	2.0	1,972	2,013	905	954
Total, All Metro- politan Areas.....	104,793	111,360	75.1	76.7	74,000	78,160	30,793	33,200
Other Locations....	34,838	33,821	24.9	23.3	28,071	27,193	6,767	6,628
Total, All Locations.	139,631	145,181	100.0	100.0	102,071	105,353	37,560	39,828

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

Annexe E

RÉPARTITION DES EMPLOYÉS PAR ZONE MÉTROPOLITAINE ET SELON LE SEXE — EMPLOIS CONTINUS

Septembre 1965 et 1966

Endroit	Tous les employés				Nombre des hommes		Nombre des femmes	
	Nombre		% du total		1965	1966	1965	1966
	1965	1966	1965	1966				
St-Jean.....	1,234	1,304	0.9	0.9	1,031	1,074	203	230
Halifax.....	5,066	5,143	3.6	3.5	3,623	3,704	1,442	1,439
St-Jean (N.-B.).....	1,276	1,304	0.9	0.9	917	923	359	381
Québec.....	2,884	2,990	2.1	2.1	2,172	2,254	712	736
Montréal.....	14,257	14,968	10.2	10.3	11,218	11,759	3,039	3,209
Ottawa-Hull.....	38,094	39,887	27.3	27.5	23,678	24,667	14,416	15,220
Toronto.....	13,914	14,398	10.0	9.9	10,689	10,970	3,225	3,428
Hamilton.....	1,422	1,499	1.0	1.0	1,090	1,120	332	379
Kitchener-Waterloo..	634	682	0.4	0.5	517	542	117	140
London.....	3,051	3,165	2.2	2.2	2,154	2,218	897	947
Windsor.....	1,087	1,122	0.8	0.8	921	930	166	192
Sudbury.....	296	362	0.2	0.2	210	245	86	117
Winnipeg.....	5,332	5,513	3.8	3.8	3,943	4,059	1,389	1,454
Regina.....	1,274	0.9	879	395
Saskatoon.....	1,033	0.7	787	246
Calgary.....	2,384	2,481	1.7	1.7	1,765	1,816	619	665
Edmonton.....	3,862	3,893	2.8	2.7	2,834	2,853	1,028	1,040
Vancouver.....	7,123	7,375	5.1	5.1	5,266	5,347	1,857	2,028
Victoria.....	2,877	2,967	2.1	2.0	1,972	2,013	905	954
Total, toutes les zones métropolitaines . . .	104,793	111,360	75.1	76.7	74,000	78,160	30,793	33,200
Autres endroits	34,838	33,821	24.9	23.3	28,071	27,193	6,767	6,628
Total, tous les endroits	139,631	145,181	100.0	100.0	102,071	105,353	37,560	39,828

DOCUMENTATION: Section des gouvernements
Division des gouvernements et des transports
Bureau fédéral de la statistique

Appendix F

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY DEPARTMENT

as of September 1965 and 1966

Department	Number of Employees		Percentage of Total Employees	
	1965	1966	1965	1966
Post Office.....	25,639	27,039	18.4	18.6
National Defence.....	24,497	23,714	17.6	16.3
National Revenue.....	13,742	14,322	9.8	9.9
Transport.....	10,701	11,287	7.7	7.8
Veterans' Affairs.....	10,741	10,491	7.7	7.2
Agriculture.....	6,458	6,703	4.6	4.6
Manpower and Immigration.....	2,806	6,531	2.0	4.5
Public Works.....	5,717	5,731	4.1	3.9
Unemployment Insurance Commission.....	5,158	5,164	3.7	3.6
Comptroller of the Treasury.....	4,336	4,414	3.1	3.0
National Health and Welfare.....	3,287	3,788	2.4	2.6
Energy Mines & Resources.....	2,695	3,182	1.9	2.2
Indian Affairs & Northern Development.....	1,872	2,974	1.3	2.1
Defence Production.....	2,532	2,773	1.8	1.9
Dominion Bureau of Statistics.....	2,213	2,575	1.6	1.8
External Affairs.....	1,915	2,057	1.4	1.4
Trade and Commerce.....	1,424	1,562	1.0	1.1
Fisheries.....	1,306	1,375	0.9	0.9
Royal Canadian Mounted Police.....	1,307	1,342	0.9	0.9
Forestry.....	1,038	1,259	0.7	0.9
Secretary of State.....	940	1,073	0.7	0.7
Civil Service Commission.....	863	943	0.6	0.7
Others.....	8,444	4,882	6.1	3.4
Total, All Departments.....	139,631	145,181	100.00	100.00

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

RÉPARTITION DES EMPLOYÉS PAR MINISTÈRE — EMPLOIS CONTINUS

Septembre 1965 et 1966

Ministère	Nombre d'employés		Pourcentage du nombre total d'employés	
	1965	1966	1965	1966
Postes	25,639	27,039	18.4	18.6
Défense nationale	24,497	23,714	17.6	16.3
Revenu national	13,742	14,322	9.8	9.9
Transports	10,701	11,287	7.7	7.8
Affaires des anciens combattants	10,741	10,491	7.7	7.2
Agriculture	6,458	6,703	4.6	4.6
Main-d'oeuvre et Immigration	2,806	6,531	2.0	4.5
Travaux publics	5,717	5,731	4.1	3.9
Commission d'assurance-chômage	5,158	5,164	3.7	3.6
Contrôleur du Trésor	4,336	4,414	3.1	3.0
Santé nationale et Bien-être social	3,287	3,788	2.4	2.6
Energie, Mines et Ressources	2,695	3,182	1.9	2.2
Affaires indiennes et Nord canadien	1,872	2,974	1.3	2.1
Production de défense	2,532	2,773	1.8	1.9
Bureau fédéral de la statistique	2,213	2,575	1.6	1.8
Affaires extérieures	1,915	2,057	1.4	1.4
Commerce	1,424	1,562	1.0	1.1
Pêcheries	1,306	1,375	0.9	0.9
Gendarmerie royale du Canada	1,307	1,342	0.9	0.9
Forêts	1,038	1,259	0.7	0.9
Secrétariat d'Etat	940	1,073	0.7	0.7
Commission du service civil	863	943	0.6	0.7
Autres ministères	8,444	4,882	6.1	3.4
Total, tous les ministères	139,631	145,181	100.00	100.00

DOCUMENTATION: Section des gouvernements
Division des gouvernements et des transports
Bureau fédéral de la statistique

Appendix C

DISTRIBUTION OF FEDERAL GOVERNMENT EMPLOYMENT BY PROVINCE as of September 1965 and 1966

Province	Salaried Employees		Prevailing Rate Employees		Ship's Officers and Crews		Casuals and Others		Total		Crown Companies		Grand Total	
	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966
Newfoundland	2,866	3,139	411	447	372	340	724	864	4,373	4,790	7,098	7,109	11,471	11,899
Prince Edward Island	785	831	249	171	145	163	163	212	1,342	1,377	986	1,029	2,328	2,406
Nova Scotia	8,205	8,607	2,659	2,388	1,220	1,275	1,979	2,155	14,063	14,425	5,710	5,619	19,773	20,044
New Brunswick	5,460	5,807	1,015	978	180	218	697	987	7,352	7,990	7,208	7,411	14,560	15,401
Quebec	26,679	29,292	3,649	3,834	701	736	2,808	3,346	33,837	37,208	36,069	37,515	69,906	74,723
Ontario	79,059	83,520	6,354	6,302	213	217	5,748	9,395	91,374	97,434	41,716	43,149	133,090	140,583
Manitoba	8,078	8,809	1,405	1,380	45	42	1,009	1,304	10,537	11,535	15,542	15,358	26,079	26,893
Saskatchewan	5,716	6,640	646	540	617	589	6,979	7,769	4,560	4,401	11,539	12,170
Alberta	9,968	10,914	2,091	1,766	19	21	1,521	1,373	13,599	14,074	7,808	7,874	21,407	21,948
British Columbia	15,327	16,583	2,425	2,395	877	954	2,257	2,280	20,886	22,212	6,899	7,098	27,785	29,310
Yukon and Northwest Territories	1,580	1,645	717	1,146	46	50	980	472	3,323	3,313	577	555	3,900	3,868
Abroad	3,193	3,507	219	258	3,412	3,765	8,900	8,966	12,312	12,731
TOTAL	166,916	179,294	21,621	21,347	3,818	4,016	18,722	21,235	211,077	225,892	143,073	146,084	354,150	371,976

SOURCE: Governments Section,
Governments and Transportation Division,
Dominion Bureau of Statistics.

RÉPARTITION PAR PROVINCE DES EMPLOYÉS DU GOUVERNEMENT FÉDÉRAL

Septembre 1965 et 1966

Province	Employés à traitement		Employés aux taux régnants		Officiers et équipages de navires		Employés intermittents et autres		Total		Sociétés de la Couronne		Total général	
	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966	1965	1966
Terre-Neuve.....	2,866	3,139	411	447	372	340	724	864	4,373	4,790	7,098	7,109	11,471	11,899
Ile du Prince-Edouard....	785	831	249	171	145	163	163	212	1,342	1,377	986	1,029	2,328	2,406
Nouvelle-Ecosse.....	8,205	8,607	2,659	2,388	1,220	1,275	1,979	2,155	14,063	14,425	5,710	5,619	19,773	20,044
Nouveau-Brunswick.....	5,460	5,807	1,015	978	180	218	697	987	7,352	7,990	7,208	7,411	14,560	15,401
Québec.....	26,679	29,292	3,649	3,834	701	736	2,808	3,346	33,837	37,208	36,069	37,515	69,906	74,723
Ontario.....	79,059	83,520	6,354	6,302	213	217	5,748	9,395	91,374	97,434	41,716	43,149	133,090	140,583
Manitoba.....	8,078	8,809	1,405	1,380	45	42	1,009	1,304	10,537	11,535	15,542	15,358	26,079	26,893
Saskatchewan.....	5,716	6,640	646	540	617	589	6,979	7,769	4,560	4,401	11,539	12,170
Alberta.....	9,968	10,914	2,091	1,766	19	1,521	1,373	13,599	14,074	7,808	7,874	21,407	21,948
Colo bie-Britannique.....	15,327	16,583	2,425	2,395	877	954	2,257	2,280	20,886	22,212	6,899	7,098	27,785	29,310
Yukon et Territoires du Nord-Ouest.....	1,580	1,645	717	1,146	46	50	980	472	3,323	3,313	577	555	3,900	3,868
A l'extérieur.....	3,193	3,507	219	258	3,412	3,765	8,900	8,966	12,312	12,731
TOTAL.....	166,916	179,294	21,621	21,347	3,818	4,016	18,722	21,235	211,077	225,892	143,073	146,084	354,150	371,976

DOCUMENTATION: Section des gouvernements
 Division des gouvernements et des transports
 Bureau fédéral de la statistique

Appendix H

DISTRIBUTION OF FULL-TIME CIVIL SERVICE EMPLOYEES BY SALARY GROUP

as of September 1965 and 1966

Salary Group	Number of Employees		Percentage of Total Employees	
	1965	1966	1965	1966
Under \$ 2,000.....	—	—	—	—
2,000 - 2,499.....	3,498	597	2.5	0.4
2,500 - 2,999.....	8,080	6,694	5.8	4.6
3,000 - 3,499.....	10,243	10,589	7.3	7.3
3,500 - 3,999.....	16,783	17,464	12.0	12.0
4,000 - 4,499.....	20,831	16,300	14.9	11.2
4,500 - 4,999.....	19,644	22,716	14.1	15.7
5,000 - 5,499.....	19,322	22,484	13.8	15.5
5,500 - 5,999.....	12,467	11,039	8.9	7.6
6,000 - 6,499.....	6,951	8,929	5.0	6.2
6,500 - 6,999.....	4,288	4,835	3.1	3.3
7,000 - 7,499.....	3,343	4,295	2.4	3.0
7,500 - 7,999.....	2,920	2,627	2.1	1.8
8,000 - 8,499.....	2,209	2,495	1.6	1.7
8,500 - 8,999.....	1,270	2,130	0.9	1.5
9,000 - 9,499.....	1,866	1,547	1.4	1.1
9,500 - 9,999.....	863	1,517	0.6	1.0
10,000 - 10,999.....	1,704	3,066	1.2	2.1
11,000 - 11,999.....	734	1,261	0.5	0.9
12,000 - 12,999.....	943	1,258	0.7	0.9
13,000 - 13,999.....	426	631	0.3	0.4
14,000 - 14,999.....	320	917	0.2	0.6
15,000 - 15,999.....	407	351	0.3	0.2
16,000 and over.....	519	1,439	0.4	1.0
Total, All Salary Groups.....	139,631	145,181	100.0	100.0

SOURCE: Governments Section,
Governments and Transportation Division
Dominion Bureau of Statistics.

RÉPARTITION DES EMPLOYÉS PAR GROUPE DE TRAITEMENT— EMPLOIS CONTINUS

Septembre 1965 et 1966

Groupe de traitement	Nombre d'employés		Pourcentage du nombre total d'employés	
	1965	1966	1965	1966
Moins de \$2,000.....	—	—	—	—
2,000 - 2,499.....	3,498	597	2.5	0.4
2,500 - 2,999.....	8,080	6,694	5.8	4.6
3,000 - 3,499.....	10,243	10,589	7.3	7.3
3,500 - 3,999.....	16,783	17,464	12.0	12.0
4,000 - 4,499.....	20,831	16,300	14.9	11.2
4,500 - 4,999.....	19,644	22,716	14.1	15.7
5,000 - 5,499.....	19,322	22,484	13.8	15.5
5,500 - 5,999.....	12,467	11,039	8.9	7.6
6,000 - 6,499.....	6,951	8,929	5.0	6.2
6,500 - 6,999.....	4,288	4,835	3.1	3.3
7,000 - 7,499.....	3,343	4,295	2.4	3.0
7,500 - 7,999.....	2,920	2,627	2.1	1.8
8,000 - 8,499.....	2,209	2,495	1.6	1.7
8,500 - 8,999.....	1,270	2,130	0.9	1.5
9,000 - 9,499.....	1,866	1,547	1.4	1.1
9,500 - 9,999.....	863	1,517	0.6	1.0
10,000 - 10,999.....	1,704	3,066	1.2	2.1
11,000 - 11,999.....	734	1,261	0.5	0.9
12,000 - 12,999.....	943	1,258	0.7	0.9
13,000 - 13,999.....	426	631	0.3	0.4
14,000 - 14,999.....	320	917	0.2	0.6
15,000 - 15,999.....	407	351	0.3	0.2
16,000 and over.....	519	1,439	0.4	1.0
Total, tous les groupes de traitement.....	139,631	145,181	100.0	100.0

DOCUMENTATION: Section des gouvernements
Division des gouvernements et des transports
Bureau fédéral de la statistique

ROGER DUHAMEL, F.R.S.C.
Queen's Printer and Controller of Stationery
Ottawa, Canada
1967
SC 1-1966

ROGER DUHAMEL, M.S.R.C.
Imprimeur de la Reine et Contrôleur de la Papeterie
Ottawa, Canada
1967
SC 1-1966



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